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Attachment 3

Transmission/Substation and Switching Procedures

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FOREWORD

The purpose of this document is to optimize the Company's response to transmission, sub-transmission, substation, and main line feeder emergencies.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management and Compliance.

_____/signed/ _____
 Richard L. Francazio
 Director, Emergency Management and Compliance

RECORD OF CHANGES

DATE OF REVIEW: 08/14/09

REVISION	DATE	DESCRIPTION

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1.0 Introduction

This procedure will detail the processes used by Unitil (the company) to support personnel during an event in a manner that is consistent with the goals and procedures of the Company's Emergency Response Plan (ERP). Transmission/Substation and Switching procedures must also enhance the ability of response to efficiently complete the task at hand.

1.1 Purpose

Operation and control of the Unitil transmission system is managed through the Dispatch group in Fitchburg and the radio rooms at UES-Capital and UES-Seacoast. Transmission restoration priorities are set and communicated to the Transmission/Substation and Switching Regional Coordinators (UES-Capital, UES-Seacoast, and Fitchburg) for implementation. Monitoring and control of the transmission system requires close integration with neighboring utility transmission infrastructure and that is accomplished through tight relationships with these operating entities.

During emergency events, the tools available to the respective control centers (SCADA, One-Line Diagrams, damage assessment and regular conference calls) provide significant up to date status information which is used in determining restoration priorities.

The Transmission/Substation and Switching Unit will use both internal and external resources to restore damaged transmission infrastructure in a safe, efficient and timely manner.

1.2 Applicability & Scope

This procedure applies to both the Company's Tactical and Operational Levels or System and Regional, respectively. This procedure does not supersede the Company's ERP but complements the roles, responsibilities, and activities detailed within that document.

Resources and activities which are mobilized, managed, and demobilized by the Transmission/Substation Unit which are detailed in the following sections. However, the procedure will be used as a guideline with the intent to support the Units effectiveness and efficiency and should not be viewed as a limit or constriction on ensuring such success.

1.3 Updating the Procedure

The Director, Emergency Management is responsible for maintaining this procedure. Annually or after a storm or storm drill critique, if warranted, material will be updated or revised, in a n attempt to stay current with changes in the

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Company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the *Record of Changes* section on the cover.

Comments are welcomed and should be documented (using the *Request for Procedure/Change Form*) and addressed to the Director, Emergency Planning. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

1.4 Availability

Emergency Management and supported services staff have access to this document via the Hampton Shared Drive and are encouraged to print hard copies of the same-S:\Common\ Departments Shared\Operations\Emergency Planning.

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

1.5 References

Documents used in the creation of this procedure are no longer traceable.

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2.0 Transmission System Emergency Restoration Plan

2.1 General Information

The objective of this Transmission/Substation and Switching emergency plan is to optimize the Company’s response to transmission, sub-transmission, substation, and main-line feeders (from here on referred to as “transmission”) emergencies. These events may be the result of storms, natural disasters, civil disturbances, major equipment failures, or other physical occurrences resulting in interruption of electric service to large numbers of customers or significant compromise of the stability of the transmission grid. For an event that affects the transmission system, the Transmission/Substation and Switching Unit Lead will develop and manage the restoration efforts associated with transmission restoration. Proper emergency planning will help to improve the Company’s emergency response and realize the objective of providing our customers with reliable electric service. This plan documents the procedures to be followed during major emergencies for restoration of electric service. Additionally, this plan details steps to be taken in order to notify applicable government agencies and the public of emergency restoration progress and respond to official requests for specific emergency actions. The following figure depicts the Planning Unit organization to which the Transmission/Substation Unit reports to. For System-Wide events the Switching/Transmission and Substation Coordinator in each affected region will report regional information to the Transmission and Substation Unit Lead located in the System-EOC

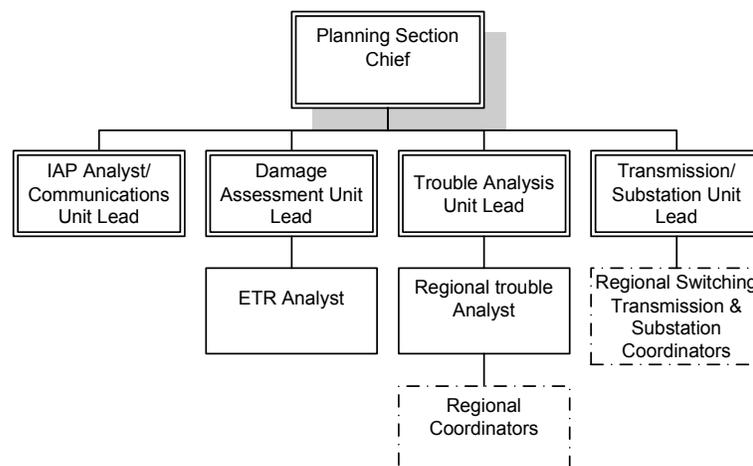


Figure 1
System Planning Section

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The Emergency operation plans are intended to be simple and flexible so that the details of plan implementation can be quickly adapted to specific restoration circumstances. Through this plan, details of emergency restoration policies and operations will be clarified.

The System Level Transmission/Substation and Switching Unit leader is located at the S-EOC. All Unitil Transmission restoration activities will be monitored and coordinated thru this group. Additionally, it will have the responsibility to restore the 69kV and 115kV system in Massachusetts and the 34.5kV systems in UES as required.

2.2 Acronyms and Definitions

The following is a list of acronyms commonly used during restoration efforts:

IC	Incident Commander
ICS	Incident Command System
R-OAC	Regional Operations Area Chief
R-PC	Regional Planning Chief
DAU	Damage Assessment Unit
DAC	Damage Assessment Coordinator
S-EOC	System Emergency Operations Center
R-EOC	Regional Emergency Operations Center
SAL	Storm Assignment List
T&D	Transmission and Distribution

2.3 Restoration Philosophy and Priorities

NOTE: This document is a synopsis of Control Authority (as defined in Unitil's switching procedures) responsibilities during a major transmission system event. It is not a procedure. Each of the Regions has specific operating procedures for both routine and emergency conditions. It is recognized that for very significant events, this list of guidelines may well have to be adapted to the unique circumstances at hand.

The Controlling Authority is responsible for establishing transmission line (as well as sub-transmission and substation) restoration priorities:

- MA = 69KV and 115kV
- UES = 34.5KV

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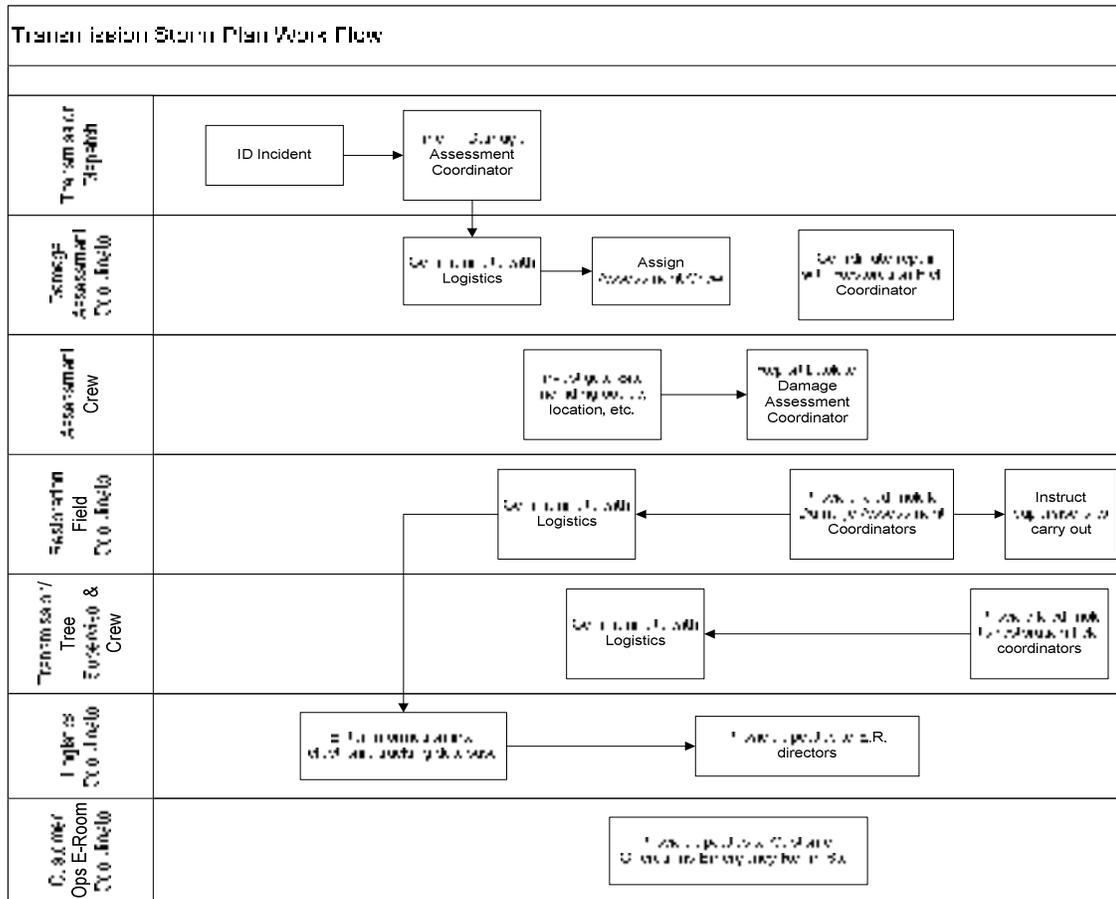
Restoration priorities will generally fall into 2 broad categories:

- System Requirements-Thermal, voltage, stability, /NPCC criteria, etc.
- Customer Restoration-Circuits required to restore customers

Generally, first priority will be placed on circuits whose restoration will bring back large blocks of customers or key generators. Second sources to customer load will generally receive a lesser priority. If a transmission circuit is not required for system requirements, field resources may be diverted to sub-transmission circuits, if requested by the Operation Area Chiefs, with a greater customer impact. Despite the above considerations, the control authority is expected to advocate for field attention to transmission facilities as the event progresses, and resources become available. The S-EOC will maintain liaison with the ISO or other Utilities throughout the event. Engineering planning staff may be requested to evaluate significant alternate system configurations or loading capabilities as required. The Transmission/Substation and Switching Unit Lead will be responsible to maintain a prioritized listing in the S-EOC. The Regional Transmission/Substation and Switching Coordinators will be active participants in all scheduled storm or emergency conference calls.

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2.4 Restoration Work Flow



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2.5 Restoration Assignment Job Descriptions

2.5.1. Transmission/Substation Unit Lead

The Transmission/Substation Unit Lead (T/SUL) is responsible for directing and coordinating switching operations (Transmission, Sub-transmission, Substation, Main Line Feeders, and Relinquishing Control Authority) and coordination of repairs to the transmission lines and substation infrastructure. The T/SUL will determine the amount and type of resources required based on a damage assessment and trouble ticket analysis to ensure that the restoration of the transmission circuits compliments the work performed on the distribution feeders. The T/SUL has operating jurisdiction for the electrical system and is responsible for the safe operation of the electrical distribution system during the restoration effort on a daily basis. The T/SUL will coordinate with the Regional Planners when relinquishing control authority for distribution feeder breakers at substations to Field Control as outlined in Relinquishing of Control Authority Procedure. The T/SUL reports directly to the System Planning Section Chief (S-PSC).

Specific responsibilities include, but are not limited to:

- Prioritize restoration of transmission, sub-transmission and substations.
- Determine restoration resource requirements
- Direct efforts for obtaining required resources.
- Direct the Regional Transmission/Substation and Switching Coordinators as to the priority of restoration efforts on the Transmission System.
- Assist with the allocation of available resources.
- Provide transmission system status information as required.
- Provide switching order review and approval as required.

Pre-emergency responsibilities:

Ensure that the Unitil Transmission Emergency Restoration Plan is up to date and properly staffed; ensure all personnel assigned to the plan are adequately trained; ensure that plan exercises are conducted periodically and ensure the adequacy of supplies, materials, vehicles and communications equipment throughout the System and ensures adequate contracts are in place for “committed” field restoration resources.

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As far in advance as possible to a predicted emergency, provide direction to the key Transmission Emergency Room Coordinators as to the initial response and preparations to be taken. Document the existing configuration of the transmission systems.

Responsibilities during an emergency:

Provide ongoing direction and administrative support for the safe and efficient restoration of the Transmission System.

Monitor the progress of providing resources and secure additional internal and outside resources as necessary.

Provide information as required.

Equipment required:

Refer to the Transmission Emergency Room Manual for room layout, equipment requirements, and check off list.

Job location:

S-EOC Hampton, NH (USC Dining Room)

Work period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Transmission/Substation Unit Lead.

Additional responsibilities during major disasters:

Communicate with and advise with the System Planning Section Chief on establishing additional staging site areas.

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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2.5.2. Switching/Transmission & Substation Coordinator

The Switching/Transmission & Substation Coordinator (S/TSC) is activated for regional events and is responsible for the coordination of repairs to the transmission circuits and substation infrastructure. The S/TSC will determine the type and number of resources required based on a damage assessment that ensures that restoration of the high voltage network, which complements the distribution restoration effort. S/TSC will work closely with the dispatch function to ensure the safe operation of the network. Each region will have a S/TSC assigned which will compile information for their respective region and report to the Regional Operations Chief (R-OC).

Specific responsibilities include, but are not limited to:

- Assist with determining the restoration resource requirements.
- Direct the field efforts to implement the transmission restoration strategy.
- Direct the Field Supervision to ensure the safe and efficient restoration of the Transmission System.
- Develop switching orders.
- Approve or arrange for System Level Transmission/Substation and Switching Unit Lead to approve switching orders.
- Assist with the allocation of available resources.
- Provide transmission system status information as required.
- Primary contact for NGRID and NU/PSNH switching requests.

Pre-emergency responsibilities:

Support the effort of the System Transmission/Substation Unit to ensure that the Transmission aspects of Unitil's Emergency Response Plan is up to date and properly staffed; ensure all personnel assigned to the plan are adequately trained; ensure that plan exercises are conducted periodically and ensure the adequacy of supplies, materials, vehicles and communications equipment throughout the System. For regional events the Coordinator will work with the Regional Operations Chief in defining the transmission system condition.

Just prior to a predicted emergency, provide direction to the key Field Transmission Supervisors as to the initial response and preparations to be taken.

Assist the R-EOC gathering resource requirements, and provide assistance required receiving these resources.

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Responsibilities during an emergency:

Provide ongoing direction and administrative support for the safe and efficient restoration of the Transmission System Asset.

Monitor the progress of providing resources and secure additional internal and outside resources as necessary.

When the System resources are not sufficient to complete the field restoration in a timely manner this function is responsible for supporting the efforts to obtain outside resources from contractors, vendors and/or other utilities.

Equipment required:

Refer to the R-EOC Operation Manual for room layout, equipment requirements, and check off list.

Job location:

R-EOC's; Fitchburg, MA; Kensington, NH; Concord, NH.

Work period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Switching/Transmission & Substation Coordinator.

Additional responsibilities during major disasters:

Communicate with and advise with the Transmission/Substation Unit Lead at the S-EOC on establishing additional staging site areas.

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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2.5.3. Damage Assessment Unit Lead

The Damage Assessment Unit Lead (DAUL) heads the Damage Assessment Unit (DAU) at the S-EOC for System-Wide events. The DAU analyzes information compiled by the Regional Damage Assessment Coordinators and their teams for the purpose of determining the Global Estimated Time of Restoration (ETR). The DAUL interfaces with other storm management organizations to monitor job status and ensure timely repairs. The primary purpose of Damage Assessment is to identify and provide detailed visual reports of damages to the distribution system. The Damage Assessment Unit Lead reports directly to the System Planning Section Chief.

Specific responsibilities include, but are not limited to:

- Assist the Transmission/Substation Unit Lead with determining the restoration resource requirements.
- Direct the efforts for obtaining timely and accurate field damage assessment reports.
- Review the assessment data and create a restoration strategy in conjunction with the Transmission/Substation Unit Lead. .
- Assist with the allocation of available assessment resources for on the ground and in the air patrols.
- Provide transmission system status information as required.
- Assist the Restoration Field Coordinators with implementing the transmission restoration strategy

Pre-emergency responsibilities:

Support the effort of the System Transmission/Substation Unit to ensure that the Transmission aspects of Unitil's Emergency Response Plan is up to date and properly staffed; ensure all personnel assigned to the plan are adequately trained; ensure that plan exercises are conducted periodically and ensure the adequacy of supplies, materials, vehicles and communications equipment throughout the System. Just prior to a predicted emergency, provide direction to the key Field Transmission Assessment Crews as to the initial response and preparations to be taken.

Responsibilities during an emergency:

Provide ongoing direction and administrative support for the safe and efficient restoration of the Transmission System Asset.

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Monitor the progress of the Field Assessment Crews and provide required resources and to ensure the development of a sound transmission system restoration strategy.

When the System resources are not sufficient to complete the assessment in a timely manner, the System Level Transmission/Substation Unit Lead will be responsible to recommend, direct and obtain outside resources from contractors, vendors and/or other utilities to support the restoration. The System Level Transmission/Substation and Switching Unit Lead will work closely with the Regional Damage Assessment Coordinator in such cases.

Equipment required:

Refer to the S-EOC Damage Assessment procedures manual for room layout, equipment requirements, and check off list.

Job location:

S-EOC; Hampton, NH (USC Dining Room).

Work period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Damage Assessment Unit Lead.

Additional responsibilities during major disasters:

Communicate with and advise the System Transmission/Substation Unit Lead and R-OAC if intending to work directly with established staging site areas.

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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2.5.4. Damage Assessment Coordinator

During Regional events, each region will have a Damage Assessment Coordinator (DAC) at the R-EOC. The DAC will head the Damage Assessment Team which will analyze damage assessment information from their region to determine a Global Estimated Time of Restoration (ETR). The DAC interfaces with other storm management organizations such as the Trouble Analysis Unit to monitor job status and ensure timely repairs. The primary purpose of Damage Assessment is to identify and provide detailed visual reports of damages to the distribution system in the region. The Damage Assessment Coordinator reports directly to the Regional Planning Chief.

Specific responsibilities include, but are not limited to:

- Assist the Switching/Transmission & Substation Coordinator with determining the restoration resource requirements for the region.
- Direct the efforts for obtaining timely and accurate field damage assessment reports.
- Review the assessment data and create a restoration strategy in conjunction with the Switching/Transmission & Substation Coordinator for the region
- Assist with the allocation of available assessment resources for on the ground and in the air patrols.
- Provide transmission system status information as required.
- Assist the Restoration Field Coordinators with implementing the transmission restoration strategy.
- Communicate with the System Damage Assessment Unit Lead compiled region data for creating an ETR.

Pre-emergency responsibilities:

Support the effort of the Regional Switching/Transmission & Substation Unit to ensure that the Transmission aspects of Unitil's Emergency Response Plan is up to date and properly staffed; ensure all personnel assigned to the plan are adequately trained; ensure that plan exercises are conducted periodically and ensure the adequacy of supplies, materials, vehicles and communications equipment throughout the System. For regional events the Coordinator will work with the Planning Chief in defining the transmission system condition.

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Just prior to a predicted emergency, provide direction to the key Field Transmission Assessment Crews as to the initial response and preparations to be taken.

Responsibilities during an emergency:

Provide ongoing direction and administrative support for the safe and efficient restoration of the Transmission System Asset.

Monitor the progress of the Field Assessment Crews and provide required resources and to ensure the development of a sound transmission system restoration strategy.

When the Regional resources are not sufficient to complete the assessment in a timely manner, the System Level Transmission/Substation and Switching Unit Lead will be responsible to recommend, direct and obtain outside resources from contractors, vendors and/or other utilities to support the restoration. The System Level Transmission/Substation and Switching Unit Lead will work closely with the Regional Damage Assessment Coordinator in such cases.

Equipment required:

Refer to the R-EOC Operations manual for room layout, equipment requirements, and check off list.

Job location:

R-EOC's; Fitchburg, MA; Kensington, NH; Concord, NH.

Work period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Damage Assessment Coordinator.

Additional responsibilities during major disasters:

Communicate with and advise the Regional Switching/Transmission & Substation Coordinator and R-OAC if intending to work directly with established staging site areas.

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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2.5.5. System Planning Section Chief

The System Planning Section Chief reports directly to the Incident Commander (IC) and The Damage Assessment Unit, Transmission/Substation Unit, Trouble Analysis Unit and Incident Action Plan/Communications Unit report to the Planning Section Chief. The Planning Chief is responsible for overseeing all planning operations as well as monitoring and reporting major weather alerts. When a region identifies a potential incident they will notify Planning Section Chief who will initiate an inter-regional conference call and notify the IC of the situation.

Specific responsibilities include, but are not limited to:

- Manage and administer the overall effort of collecting, processing, and reporting emergency service restoration information;
- Provide restoration priority recommendations to the IC/;
- Request any general support personnel needs including damage assessors, wires down personnel and clerical and technical support
- Maintain the Incident Action Plan and provide information to the Incident Commander;
- Work with the Transmission/Substation Unit Lead to develop an accurate view of trouble, number of crews available and needed, and estimated restoration times for the high voltage system;
- Review the weather forecast and provide updates;
- The Planning Section is responsible for ensuring global ETRs are developed for large scale events and communicated to the appropriate personnel; and
- The Planning Section meets to formulate and document the Incident Action Plan (IAP). The IAP will be distributed to the Incident Command Staff. The Plan will be updated and distributed as the situation warrants.

Pre-emergency responsibilities:

Support the effort of the System Transmission/Substation Unit to ensure that the Transmission aspects of Unitil's Emergency Response Plan is up to date and properly staffed; ensure all personnel assigned to the plan are adequately trained; ensure that plan exercises are conducted periodically and ensure the adequacy of supplies, materials, vehicles and communications equipment throughout the System.

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Responsibilities during an emergency:

Provide ongoing direction and administrative support for the safe and efficient restoration of the Transmission System Asset.

Manage and administer the overall effort of collecting, processing, and reporting emergency service restoration information;

Monitor the progress of the Field Assessment Crews and provide required resources and to ensure the development of a sound transmission system restoration strategy.

Equipment required:

Refer to the S-EOC Operations manual for room layout, equipment requirements, and check off list.

Job location:

S-EOC; Hampton, NH (USC Dining Room)

Work period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Planning Section Chief

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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2.5.6. Regional Operations Chief

The Regional Operations Chief (R-OC) oversees all operations in their respective region. The Switching/Transmission & Substation Unit, Crew Coordinator Unit and Staging Site Coordinators report to the Operations Chief during regional events. The R-OC is responsible for developing and implementing the appropriate response plan to leverage effectively existing and potential resources, considering restoration objectives established by the Regional Operations Area Chief (R-OAC) and reports directly to the R-OAC.

Specific responsibilities include, but are not limited to:

- Dispatching work to crews;
- Distributing tools and equipment and coordinating of pole sets;
- Clearing obstructions;
- Overseeing switching operations and primary, secondary, and service splices;
- Overseeing the installation/removal of protective grounds;
- Coordinating work distribution at staging sites, if opened;
- Directing and managing tree crews and wire down activities;
- Creating achievable restoration objectives;
- Ensuring outages are restored within the projected global ETR and communicated, as required;
- Assisting in developing an Incident Action Plan;
- Coordinating with the Regional Planning Chief for adequate resource monitoring;
- Tracking trouble crew assignments and locations;
- Ensuring Planning and Logistics Chiefs are aware of meals and lodging needs;

Pre-emergency responsibilities:

Support the effort of the System Transmission/Substation Unit to ensure that the Transmission aspects of Unitil's Emergency Response Plan is up to date and properly staffed; ensure all personnel assigned to the plan are adequately trained; ensure that plan exercises are conducted periodically and ensure the adequacy of

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supplies, materials, vehicles and communications equipment throughout the System.

Responsibilities during an emergency:

Provide ongoing direction and administrative support for the safe and efficient restoration of the Transmission System Asset.

Manage and administer the overall effort of collecting, processing, and reporting emergency service restoration information;

Monitor the progress of the Field Assessment Crews and provide required resources and to ensure the development of a sound transmission system restoration strategy.

Equipment required:

Refer to the R-EOC Operations manual for room layout, equipment requirements, and check off list.

Job location:

R-EOC's; Fitchburg, MA; Kensington, NH, Concord, NH.

Work period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Operations Chief.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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2.5.7. Transmission Supervisors and Crews

Transmission Supervisors and their crews will be responsible for transmission restoration after an event. They will report directly to the regional Switching/Transmission & Substation Coordinator in the region to jobs and report restoration status.

Specific responsibilities include, but are not limited to:

- Direct the field restoration effort to safely implement the transmission restoration strategy
- Assist with the allocation of available resources
- Provide transmission system status information as required.

Pre-emergency responsibilities:

Support the effort of the System Transmission/Substation Unit to ensure that the Transmission aspects of Unitil's Emergency Response Plan is up to date and properly staffed; Ensure all personnel assigned to the plan are adequately trained; Ensure that plan exercises are conducted periodically and ensure the adequacy supplies, materials, vehicles and communications equipment throughout the System.

Responsibilities during an emergency:

Provide ongoing direction for the safe and efficient restoration of the Transmission System Asset.

Monitor and report on the restoration progress of the crews assigned

When the System resources are not sufficient to complete the field restoration in a timely manner this function id responsible for clearly communicating this need to the restoration field coordinator

Equipment required:

Refer to the S-ERP regarding assignments, equipment requirements, and check off list.

Job location:

TBD (Storm dependant)

Work period:

18 hours on duty, 6 hours off duty

Additional responsibilities during major disasters:

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Communicate with and advise the R-Switching/Transmission & Substation Coordinators regarding establishing additional staging areas.

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program and Mutual Assistance)

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2.6 Transmission Pre-Storm Checklists

2.6.1. Annual/Periodic Checklist

The following items are to be done at least annually in preparation for emergency events:

- Review and update System Emergency Response Plan. Items to update include:
 - Changes in operating philosophy
 - Personnel assignments
 - Vehicle assignments
 - Telephone numbers
- Verify that data used during restoration is updated, including
 - Transmission Line information – Road crossings
 - Up-to-date One line drawings
- Check supply and operation of emergency equipment:
 - Communication equipment (telephones, radios, cellular phones)
 - Weather forecasting equipment
- Review supplies and facilities used during emergency restoration, such as:
 - Meals and lodging facilities
 - Staging areas
 - Trouble slips, other forms, magnetic clips, etc.
 - Emergency vendors for fuel, materials, etc.
- Perform training for individuals associated with the restoration. This will include initial training for personnel with new emergency assignments as well as refresher training for others. The annual “Emergency Drill” exercise will serve to accomplish most of the training requirements, with additional training being performed on an as needed ongoing basis.

2.6.2. Prior to Major Emergency/Storm

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In anticipation of a major emergency/storm, the following items will be addressed for the responsible staff:

- Participate in storm call;
- Verify communications systems, including radio, key telephone numbers, pagers, cellular phones, etc;
- Establish all communication paths in anticipation of requesting additional personnel (such as line crews, tree crews, supervisors, guides, etc.), and specific material needs (phones, vehicles, etc.);
- Make personnel assignments as per the plan;
- Establish Project Number for the anticipated emergency;
- Notify regional technical systems departments of preparations. Ask for any lines that are out of service to be switched back into service;
- Set-up Unitil S-EOC and analysis areas as appropriate. Check communications with each area. Check adequacy of resources assigned to each area;
- Monitor weather reports; give periodic updates as needed;
- Notify staging areas of our anticipated needs;
- Notify Damage Assessment Units of requirements; and
- Report crews available and other preparations made to Unitil S-EOC

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2.6.3. 3-Day Checklist

Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening EOC
Generation/Special Equipment	Admin/Finance Section (Facility & Fleet Unit)	Determine need for large generators. Determine needs and availability	Notify generation vendors. Establish first refusal, if possible	Place generators at strategic locations. Commit to special equipment	Put on standby, Implementation
Human Resources Services/ Vacation	Admin/Finance Section (HR Unit)	Contact	Assess/Consider canceling vacations	Commit/Cancel vacations	Notify of opening/ Implementation
Staffing Resources	Admin/Finance Section (Internal Resources Unit)	Check availability of staffing resources	Establish staffing schedules	Activate SAL personnel and prepare for initial storm impact	Implementation
SAL Resources	Admin/Finance Section (Internal Resources Unit)	Establish list of working SAL personnel and forward to EOC	Discussion of need for additional resources.	Send notifications and print copies by default location rosters locally.	SAL Coordinators to keep SAL database current as to the status of people assigned to the emergency
IS Resources	Admin/Finance Section (IT Unit)	Monitor	Notify Julie Temlak and Michelle Gamble	Communicate with Julie Temlak and Michelle Gamble	Make notification to IS
Cell Phones	Admin/Finance Section (IT Unit)	Confirm inventory	Check Availability	Distribute phones	Implementation

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Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening EOC
Credit/ Procurement Cards Petty Cash	Administration/Finance Chief	Check Local Petty Cash Availability and Storm Fund Cards for increasing limits. Finance prepare to track cost	Procurement / Storm Fund Cards. Issue tracking procedure to field	Compile materials. Setup account numbers	Arrange for petty cash distributions, as needed. Issue storm account numbers
Management	Chief Information Officer		Regular communication with SRC	Regular communication with SRC	Regular communication with SRC
Municipals/LSC/ Critical Facilities	Customer Operations Chief	Begin outreach	Define special needs with Municipals	Contact and confirm arrangements	Notify of opening
Customer Service Center	Customer Operations Officer	Determine staffing needs	Review medical notification process (critical care customers)	Setup backup processes and supplies	Implement Customer Communications procedures
Storm Plans	Emergency Planning	Review plans	Review plans and perform check-off sheets	Review plans and perform check-off sheets	Follow Storm Plans
Communications	Incident Commander		Conference Call with Storm Conference Call Checklist participants	Conference Call with Storm Conference Call Checklist participants	Conference Call with Storm Conference Call Checklist participants
Service Company Personnel	Internal Resource Unit	Determine if Service Company personnel may be used in restoration efforts	Notify Service Company personnel where to report	Make arrangements to notify Service Company personnel prior to 2:00 p.m. the day before they are needed, allowing for equipment relocation	Assign Service Company personnel, as needed

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Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening EOC
Public Affairs (FEMA, RI EMA, NY, Etc.)	Liaison Officer	Outreach to government officials	Define communication process	Pre-arrangements completed	Implementation of joint plans
Public Utility Commissions MA, NH	Liaison Officer	Check contacts	Preliminary discussions, as needed or requested	Contact	Notify of opening
Lodging/Meals	Logistics Section (Lodging/Meals Unit)	Check with logistics on process. Preliminary Discussions and contact PO lodging providers and commit rooms	Preliminary Discussions with Base Logistics or local vendors. Assess commitment	Implement for pre-staged resources. Confirm or deny commitment	Make arrangements
Storm Stock	Logistics Section (Procurement Unit)	Check availability of materials	Arrange for delivery of any deficient levels of items	Deliver storm boxes to selected staging areas	Deliver storm boxes to selected staging areas
Transportation Fuel / Vehicles	Logistics Section (Procurement Unit)	Confirm inventory	Assess Inventory and confirm re-supply	Release vehicles from maintenance Notify people to bring vehicles with them when going to other districts as bird dogs, supervisors and engineers	Obtain vehicles and specialized equipment as needed.
Tree/Contractor Crews	Logistics Section (Resource Unit)	Notify vendors Availability	Discussion of need and commit as required	Discussion of need and commit as required	Put on Standby in staging areas

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Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening EOC
Mutual Assistance Foreign Utilities	Logistics Section (Resource Unit)	Provide notification of impending storm	Verify contacts	Discussion of Need and commit as required	Implementation
Staging Sites	Logistics Section (Staging Site Unit)	Review plans and contact Base Logistics	Assess commitment	Confirm or deny commitment and preposition resources and equipment	Preposition resources and equipment and assess establishing staging sites immediately post storm
Logistics	Logistics Section (Staging Site Unit)	Notify Vendors Review staging areas Confirm check list with Logistics groups	Verify logistic check list and pre-stage appropriate items	Confirm all logistical arrangements across functions	Implementation
Media Relations/ Internal Communications	Media	Monitor the situation Review communication Procedure	Work with HR to define policy – Employee communication Discussion with Media Relations	General Messages Update and issue ads for newspapers.	Consistent messaging process to employees Notify of setup or an EOC
Storm Status Voice Mail/Email	Messaging Team		Load message on x22200 & e-mail reminder with weather report. Send out e-mail	Update notices and email	Update notices and email

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Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening EOC
Weather Forecasts	Planning Section	Monitor/Communicate the forecast	Monitor/Communicate the forecast	Monitor/Communicate the forecast	Monitor/Communicate the forecast
Training	Regional Area Chiefs	Begin preparations of long lead time activities	Conduct refresher training, if needed	Conduct refresher training, if needed	Implementation
Regional Emergency Operations Center (R-EOC)	Regional Operations Area Chief	Facilities	Decision when to setup	Setup EOCs	OPEN and make notifications.
Safety	Safety Coordinator	Preparation of safety brief for mutual aid (if applicable)	Disseminate safety information	Establish and verify local safety arrangements	Implementation

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2.7 Restoration Work Packages

Organize Damage Appraisals priorities based on the information provided from Regional TS&S Coordinators.

Damage Assessment will be primarily performed by foot patrols and helicopters. Other personnel will be assigned as needed from TLS department and other outside resources. The damage assessment process begins immediately following the storm. Weather conditions will apply for helicopter patrols.

The Damage Assessment is performed to assess physical damage such as wires down and poles broken on transmission lines. The Damage Assessment process will be used to formulate the appropriate level of storm response.

Unitil S-EOC will prioritize the patrol sequence with an emphasis on critical customers as identified by System Dispatch.

Helicopter patrols will be initiated as soon as practicable (if required)

Foot patrols will be initiated as soon as practicable (if required)

Field workers can patrol street crossings and select right of ways.

The procedure allows for estimating restoration time requirements for the transmission grid and report at the System level.

2.8 Aerial Transmission System Patrols

As weather conditions dictate, post storm aerial inspections may be conducted where required as a first response method of evaluating storm related damages, including forestry requirements. A listing of helicopter service companies will be maintained. A helicopter service company may be advised in advance to standby as required.

Technical Systems supervisors, substation maintenance workers, or a qualified observer will fly the appointed lines to assess damage and direct repair crews from the air. The observer will be in contact with the Regional Transmission and Substation Unit Lead via mobile phone service, and from there the information will be passed directly to the S-EOC personnel and or supervisors in the field

2.8.1. Helicopter Procedures

In addition to aerial visual patrols, several helicopter contractors have been identified to provide emergency services to all departments within Unitil to patrol lines possibly affected by severe weather. Technical Services Supervisors shall be responsible for administering the contracts and scheduling all routine transmission

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aerial patrols for all service territories within Unitil and will arrange for any other routine and emergency patrols as requested by the operating regions.

For speed and efficiency, the following procedures should be followed for all helicopter services.

Routine Transmission Patrols

Patrols will be scheduled and coordinated by Technical Services Supervisors. There will generally be one to three patrols per year. The Technical Systems Supervisor and approved observer will conduct the patrol.

Emergency Transmission Patrols

The Technical Services Supervisors will notify Transmission/Substation and Switching Unit Lead of any transmission line operations. T/S&SUL will determine patrol requirements and make the necessary arrangements for the aerial patrol and an observer. T/S&SUL will refer to the established helicopter list to determine the contact person during off-hour coverage. Normal, non-emergency patrols will be conducted in accordance with Unitil Policy requirements during good weather and daylight as soon as conditions allow.

Routine Patrols - Non Transmission Related

Routine patrols for sub-transmission and distribution lines should be coordinated through Technical Services Department. The accounting, flight dates and times, airport or pick up location, and flight purpose should be submitted before hand where possible using the attached Patrol Form. Technical Services will be responsible for supplying an observer on these flights. Only helicopter firms under contract are to be used (list attached). Technical Services may also obtain a contractor for IR surveys if requested.

Emergency Patrols - Non Transmission Related (see note 2)

Emergency patrols for sub-transmission and distribution lines can be arranged directly by the affected regions with any of the helicopter firms under contract. The same Patrol Form information should be supplied to Technical Services Department as soon as is practical. See attached list of contractors, base locations and associated rates. Additional charges could apply.

Special Notes

1) The Technical Services Department must be notified whenever patrols are being conducted. However, it would be prudent for Unitil staff to

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verify that this task has been completed. The appropriate information from the attached Patrol Form should be conveyed to the Technical Services Supervisors.

2) Helicopter services will be coordinated through the S-EOC during major storm / emergency situations.

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2.9 Transmission External Crew Request Process

Contract Crews and Mutual Assistance:

The System Logistics Section is responsible for the acquisition of outside resources needed during system level emergency restoration activity. Outside crews (Contract and Mutual assistance) will be acquired through the Logistics Coordinator

T/SUL will organize the non-Unitil crew coordination effort such that coordinators will be present in the respective Regional –DOC to assure timely, consistent communications as needed by both the S-EOC and R-EOC’s. In addition, during major events they will assemble a centralized group to assure outreach communication from Unitil is done in a coordinated manner. The effort to acquire crews can create significant telephone “traffic” and there is a desire to remove that distraction from the R-EOC.

Unitil Resources: Unitil line resources will typically be used to perform simple line repairs as a first priority and made available to assist with sub-transmission problems within the DOC’s if possible. Substation and Civil crews will be made available to the Regional Distribution restoration effort as priorities and skill sets may dictate.

3.0 General Information

3.1 Meals and Lodging

Generally meals and lodging will be coordinated through the S-EOC Logistic Section. In some cases it may be more effective to have transmission resources work directly with the R-EOC Logistic Coordinator to determine the closest available accommodations. In either case it is the T/SUL’s responsibility to ensure the S/TSC and Field Supervisors understand the prescribed accommodations.

Preparation

- Obtain and secure list of available restaurants and lodging sites from S-EOC sources. Information to be disseminated to the R-EOC Logistic Coordinators.
- Review list for updates and corrections every six months (April and November).

Event

- Review crew locations and projected work durations from updated assignment sheet.

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- For meals: review list every hour and monitor locations
- For lodging: begin monitoring at 3:00 pm
 - Document

Meals

- Contact Supervisors/Crew Leaders; confirm location and establish anticipated meal period.
 - Document
- Establish meal location and estimated time away from job. Request call from Supervisor/Crew Leader when crew departs meal site.
 - Document
- Contact S-EOC and inform Logistics Coordinator of anticipated absence of crew(s) from assignment for meals. Supply time and meal location to both.
 - Document
- Document return to work status of crews.

Lodging

- Contact Supervisors/Crew Leaders; confirm location and establish work/task durations.
 - Document
- Inform S-EOC of need for lodging. Provide location(s), number of individuals and estimated time of arrival to T/S&SUL contact. Collaborate and confirm lodging locations. Provide lodging information to Supervisors/Crew Leaders. Request call from Supervisor/Crew Leader when crew departs lodging site.
 - Document
- Document return to work status of crews.

3.2 Staging Areas

Preparation

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- Obtain and secure list of Company arranged staging areas or lay-down areas from T/S&SUL. Review listing and determine need for additional sites. Contact and arrange for additional sites as needed. Include fueling and special consideration (access, egress etc.) information in completed list. Information to be stored S-EOC.
- Review list for updates and corrections every six months (April and November).

Event

- Contact S-EOC for verification of existing/pre-determined staging area space and allocation.
- Document and report to Logistics Coordinator and T/S&SUL. Supply staging area information to area Supervisors/Crew Leaders. Request response from responsible parties who will/are utilizing these areas. Include crew information, number and types of vehicles and equipment.
- Inform S-EOC of utilization of staging areas by work force controlled by T/S&SUL
- Document all changes to staging area utilization including mobilization and de-mobilization times.

NOTE: All materials and their locations will be directed thru the Logistic Coordinators. The Material/Facilities Coordinator will be responsible for making arrangements for loading, delivering and off loading of the material.

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4.0 Resources and Contact Information

4.1 Transmission Emergency Response Organization Contacts

Transmission Contact List (System/Regional)			
Name	Emergency Response Position	Work #	Cell #
Chris Dube	Transmission/Substation Unit Lead		
Scott Willet	Sw/Trans/Sub Coordinator (Seacoast)		
Nate Sherwood	Sw/Trans/Sub Coordinator (Seacoast)		
Dan Olivier	Sw/Trans/Sub Coordinator (Capital)		
Salah Awad	Sw/Trans/Sub Coordinator (Capital)		
Tom Biklen	Sw/Trans/Sub Coordinator (Capital)		
Jamie Gouldreault	Sw/Trans/Sub Coordinator (Fitchburg)		
Bob Sandler	Sw/Trans/Sub Coordinator (Fitchburg)		

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4.2 System EOC Contact List

Hampton, S-EOC Contacts	
Department/Unit	Number
Incident Commander (Richard Francazio)	
Planning Section Chief (Ray Letourneau)	
Admin/Finance Section Chief (George Long)	
Transmission/Substation Unit Lead (Chris Dube)	
Logistics Section Chief (Justin Eisfeller)	
Lodging & Meals Unit Lead (Cindy Huyghue)	
Trouble Analysis Unit Lead (Carol Knowles)	
Corporate Communications	
Logistics-Procurement (John Closson)	
Resource Unit (Todd Diggins)	
Wire Down/Damage Assessment (John Bonazoli)	
Restoration & Switching	
System-EOC Fax	

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4.3 Helicopter Services Contact List

This list contains the contractors that should be called in order of appearance for Emergency and Routine helicopter services.

New England Primary Routine / Special & Emergency Patrols			
JBI Helicopter Services 720 Clough Mill Rd Pembroke, NH 03275		Phone Number:	For Emergency Patrols, call the NH office and follow the voice mail prompts. If you do not receive a phone call within 10-20 minutes, start with the 1 st pilot on the list.
Pilot	Home #	Cell #	Pager #
Ray Newcomb			
Carl Svenson			
Mac MacIver			
Leo Boucher			
New England Special & Emergency Patrols Only			
Company		Phone #	Contact
Agrotors Inc. P.O.Box 4537 1750 Emmitsburg Rd Gettysburg, PA 17325			
Aviation Services Unlimited Inc P.O.Box 629 Oriskany, New York 13422			

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4.4 Contractor Contact List

Electrical Contractor Contacts	
Hawkeye Electric LLC.	
2 Access Road Patchogue, NY 11772 Attention: Rich Weyer rweyer@hawkeyellc.com	Attn: Mike Giarratano VP, Electric Ops & Bus. Development 100 Marcus Boulevard, Ste. 1 Hauppauge, NY 11788 mikeg@hawkeyellc.com
Harlan Electric	
Division of L. E. Meyers Company 1416 Trindle Road Carlisle, PA 17013 Attention: Jim Collins District Manager jcollins@myrgroup.com	50 Grafton Street P.O. Box 232 Millbury, MA 01527 Attention: Scott Lamont slamont@myrgroup.com
InfraSource	

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Electrical Contractor Contacts	
100 West Sixth Street, Ste. 300 Media, PA 19063 Attention: Homer Purcell Sr. VP, Bus. Development homer.purcell@infrasourceinc.com 100 West Sixth Street, Ste. 300 Media, PA 19063 Attention: John P. McNamee Ops Director, Business Development john.mcnamee@infrasourceinc.com	1000 First Ave., 3 rd Floor King of Prussia, PA 19406 Attention: Jim Bartholomew Sr. VP – Northeast Region jim.bartholomew@infrasourceinc.com
M.J. Electric, Inc.	
1047 Shoemaker Avenue P.O. Box 310 Shoemakersville, PA 19555-0310 Attention: George L. Troutman Vice President, Utility Division gtroutman@mjelectric.com	Attention: Mike Troutman, Asst VP Same as left mtroutman@mjelectric.com
L.E. Meyers Company	
445 Forum Parkway	MYR Group Inc.

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Electrical Contractor Contacts		
P.O. Box 1099 Rural Hall, NC 27045 Attention: Tod M. Cooper Regional Manager – East tcooper@myrgroup.com	21 East Dudley Town Road Bloomfield, CT 06002 Attention: Darryl K. Sentell Director, Business Development dsentell@myrgroup.com	
Thiro USA, Inc.		
127 Costello Road Newington, CT 06111 Attention: Kirby Gearing General Manager kgearing@thirousa.com	Attention: Joe Rubino Same as left jrubino@thirousa.com	Attention: Alain Gagne Same as left alaga@thiro.qc.ca
Premier Utility Locating		
2 Access Road Patchogue, NY 11772 631-758-7038 631-758-7048 Fax Attention: Marc A. Makely Operations Manager mmakely@premierlocatingllc.com	Attention: Vincent Marchese III Regional Supervisor vmarchese@premierlocatingllc.com	

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5.3 Crew Tracking Sheet

Daily Crew Tracking Sheet							Date: _____
Name	Company	Time In	Time Out	(-) Lunch	(-) Dinner	Total Time	Overtime
Foreman Name:		Signature:					

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5.4 Helicopter Patrol Form

Helicopter Patrol Form		
System-EOC:	Phone:	Fax:
Technical Services:	Phone:	Fax:
Requestors Name and _____		
Contact Information: _____		
Notification/Flight Date/Time: _____		
Helicopter Company: _____		
Observer(s) (Extra passengers requires more fuel and may loose the ability to hover.) _____		
Observer Contact Phone # _____		
Departure Location: _____		
Departure Time: _____		
Estimated Flight Time: _____		
Total Mileage of Lines for Patrol: _____		
Lines Being Patrolled: _____		
Routine _____ Emergency _____		
Accounting Information: _____		
<u>UNITIL USE ONLY</u>		
Date Received: _____		
Helicopter Company Contacted _____		
Pilot Assigned: _____		Helicopter ID _____

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Attachment 4

Storm Damage Assessment Procedure

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FOREWORD

The purpose of this document is to define a process to organize damage appraisals and work packets for the goal of restoration for major and minor storm events.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management & Compliance

Richard L. Francazio
 Director, Emergency Management & Compliance

RECORD OF CHANGES

DATE OF REVIEW: 07/30/09

REVISION	DATE	DESCRIPTION
0	07/30/09	First Draft Revision

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1.0 Introduction

Storm Damage Assessment is preformed to evaluate physical damage such as wires down and poles broken on overhead distribution and transmission lines following a storm event. The objective of this Storm Damage Assessment procedure is to gain an understanding of the extent of the damage incurred, by surveying damaged facilities which will assist in planning restoration resources. The Damage Assessment process will be used to formulate the appropriate level of storm response by Unitil management.

This procedure defines roles and responsibilities for those personnel involved in Storm Damage Assessment as well as the activities undertaken prior to a storm and immediately after a storm where the Emergency Response Plan is implemented.

1.1 Purpose

The purpose of this document is to define a process to organize damage appraisals and work packets for major and minor storm events, assess storm damage through Damage Patrols, estimate restoration time requirements at the DOC and System-Level, create a Global Time of Restoration (ETR), estimate the amount of resources needed for restoration efforts, and assemble and track work for restoration crews.

1.2 Applicability & Scope

This document applies to all company functions that respond to major and minor storms, including damage assessment teams, field coordinators, and work packet coordinators. By developing a clear process for damage appraisal the Company will mitigate the impact a storm event may have on our customers, employees, operations, and public reputation.

1.3 Updating the Procedure

The Director, Emergency Management and Compliance is responsible for maintaining this procedure. Annually or after a storm or storm drill critique, if warranted, material will be updated or revised, in an attempt to stay current with changes in the Company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the *Record of Changes* section on the cover.

Comments are welcomed and should be documented (using the *Request for Procedure/Change Form*) and addressed to the Director, Emergency Management and Compliance. All documented comments shall be retained in a separate file

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and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

1.4 Availability

Emergency Planning and supported services staff have access to this document via the Hampton Shared Drive and are encouraged to print hard copies of the same-S:\Common\Departments Shared\Operations\Emergency Planning.

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

1.5 References

Documents used in the creation of this procedure are no longer traceable.

2.0 General Information

2.1 Acronyms

The following is a list of acronyms commonly used during restoration efforts:

IC	Incident Commander
ICS	Incident Command System
R-OAC	Regional Operations Area Chief
R-PC	Regional Planning Chief
DAU	Damage Assessment Unit
DAUL	Damage Assessment Unit Lead
DAC	Damage Assessment Coordinator
DOC	Division Operating Center
ETR	Estimated Time of Restoration
GIS	Geographical Information System
OMS	Outage Management System
S-EOC	System Emergency Operations Center
R-EOC	Regional Emergency Operations Center
SAL	Storm Assignment List
T&D	Transmission and Distribution

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2.2 Definitions

The following is a list of definitions used commonly in damage assessment procedure:

Critical Customer- An electric customer designated as “Critical”. Examples include hospitals, fire stations, police stations, and restoration staging areas.

Circuit Mainline- The three-phase portion of a distribution circuit that originates at a substation or sub-transmission tap and is protected by three phase, automated devices such as circuit breakers or line reclosers, and continues to the point where the circuit separates to single-phase conductors protected by single-phase reclosers or fuses.

Circuit Mainline Restoration Time- Crew hour requirement for restoration of circuit mainlines, restoration of all Phase 1 Damage Assessments.

Circuit Map- A one line diagram of a distribution circuit which shows lines, isolation devices, and branch numbers over-layed onto a land map showing roads and town boundaries.

Circuit Number- A unique number given to each individual distribution feeder exiting a substation or emanating from a subtransmission line

Crew Hour Requirement- An estimated number of crew hours necessary for restoration.

GIS- Geographical Information System is used to map the distribution system with land base information.

OMS- Outage Management System is used to identify customer outages, assign trouble crews, and record outage event statistics.

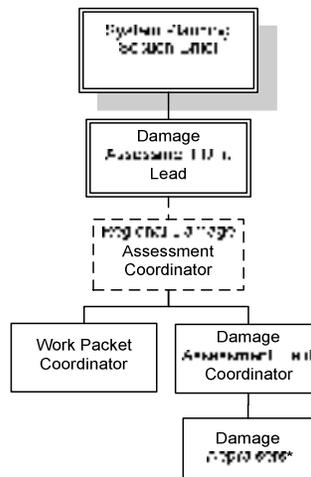
Priority Feeder- Circuit given higher priority in restoration effort due to Critical Customers being served.

Total Restoration Time- Estimated time of restoration for the division, which is then compiled at the system-level is activated, to create a Estimated Time of Restoration (ETR).

Work Packet- A package built by the Work Packet Coordinator including the details needed by restoration crews to complete repairs such as: Damage Patrol Detail Sheet, Damage Patrol Envelope, and feeder print.

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3.0 Damage Assessment Organization



* In certain events it may not be necessary to activate the Damage Assessment Field Coordinator, in such cases the Damage Appraiser will report directly to the Damage Assessment Coordinator.

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3.1 Damage Assessment Unit Lead

The Damage Assessment Unit Lead (DAUL) heads the Damage Assessment Unit (DAU) at the S-EOC for System-Wide events. The DAU analyzes information compiled by the Regional Damage Assessment Coordinators and their teams for the purpose of determining the Global Estimated Time of Restoration (ETR). The DAUL interfaces with other storm management organizations to monitor job status and ensure timely repairs. The primary purpose of Damage Assessment is to identify and provide detailed visual reports of damages to the distribution system. The Damage Assessment Unit Lead reports directly to the System Planning Section Chief.

Specific responsibilities include, but are not limited to:

Assist the Transmission/Substation Unit Lead with determining the restoration resource requirements.

Direct the efforts for obtaining timely and accurate field damage assessment reports.

Review the assessment data and create a restoration strategy in conjunction with the Transmission/Substation Unit Lead. .

Assist with the allocation of available assessment resources for on the ground and in the air patrols.

Provide transmission system status information as required.

Assist the Restoration Field Coordinators with implementing the transmission restoration strategy

Pre-emergency responsibilities:

Support the effort of the System Transmission/Substation Unit to ensure that the Transmission aspects of Unitil's Emergency Response Plan is up to date and properly staffed; ensure all personnel assigned to the plan are adequately trained; ensure that plan exercises are conducted periodically and ensure the adequacy of supplies, materials, vehicles and communications equipment throughout the System. Just prior to a predicted emergency, provide direction to the key Field Transmission Assessment Crews as to the initial response and preparations to be taken.

Responsibilities during an emergency:

Provide ongoing direction and administrative support for the safe and efficient restoration of the Transmission System Asset.

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Monitor the progress of the Field Assessment Crews and provide required resources and to ensure the development of a sound transmission system restoration strategy.

When the System resources are not sufficient to complete the assessment in a timely manner, the System Level Transmission/Substation Unit Lead will be responsible to recommend, direct and obtain outside resources from contractors, vendors and/or other utilities to support the restoration. The System Level Transmission/Substation and Switching Unit Lead will work closely with the Regional Damage Assessment Coordinator in such cases.

Equipment required:

Refer to the S-EOC Damage Assessment procedures manual for room layout, equipment requirements, and check off list.

Job location:

S-EOC; Hampton, NH (USC Dining Room).

Work period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Damage Assessment Unit Lead.

Additional responsibilities during major disasters:

Communicate with and advise the System Transmission/Substation Unit Lead and R-OAC if intending to work directly with established staging site areas.

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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3.2 Damage Assessment Coordinator

During Regional events, each region will have a Damage Assessment Coordinator (DAC) at the R-EOC. The DAC will head the Damage Assessment Team which will analyze damage assessment information from their region to determine a Global Estimated Time of Restoration (ETR). The DAC interfaces with other storm management organizations such as the Trouble Analysis Unit to monitor job status and ensure timely repairs. The primary purpose of Damage Assessment is to identify and provide detailed visual reports of damages to the distribution system in the region. The Damage Assessment Coordinator reports directly to the Regional Planning Chief.

Specific responsibilities include, but are not limited to:

Assist the Switching/Transmission & Substation Coordinator with determining the restoration resource requirements for the region.

Direct the efforts for obtaining timely and accurate field damage assessment reports.

Review the assessment data and create a restoration strategy in conjunction with the Switching/Transmission & Substation Coordinator for the region

Assist with the allocation of available assessment resources for on the ground and in the air patrols.

Provide transmission system status information as required.

Assist the Restoration Field Coordinators with implementing the transmission restoration strategy.

Communicate with the System Damage Assessment Unit Lead compiled region data for creating an ETR.

Pre-emergency responsibilities:

Support the effort of the Regional Switching/Transmission & Substation Unit to ensure that the Transmission aspects of Unitil's Emergency Response Plan is up to date and properly staffed; ensure all personnel assigned to the plan are adequately trained; ensure that plan exercises are conducted periodically and ensure the adequacy of supplies, materials, vehicles and communications equipment throughout the System. For regional events the Coordinator will work with the Planning Chief in defining the transmission system condition.

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Just prior to a predicted emergency, provide direction to the key Field Transmission Assessment Crews as to the initial response and preparations to be taken.

Responsibilities during an emergency:

Provide ongoing direction and administrative support for the safe and efficient restoration of the Transmission System Asset.

Monitor the progress of the Field Assessment Crews and provide required resources and to ensure the development of a sound transmission system restoration strategy.

When the Regional resources are not sufficient to complete the assessment in a timely manner, the System Level Transmission/Substation and Switching Unit Lead will be responsible to recommend, direct and obtain outside resources from contractors, vendors and/or other utilities to support the restoration. The System Level Transmission/Substation and Switching Unit Lead will work closely with the Regional Damage Assessment Coordinator in such cases.

Equipment required:

Refer to the R-EOC Operations manual for room layout, equipment requirements, and check off list.

Job location:

R-EOC's; Fitchburg, MA; Kensington, NH; Concord, NH.

Work period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Damage Assessment Coordinator.

Additional responsibilities during major disasters:

Communicate with and advise the Regional Switching/Transmission & Substation Coordinator and R-OAC if intending to work directly with established staging site areas.

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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3.3 Damage Assessment Field Coordinator

During Regional events, the Damage Assessment Coordinator (DAC) at the R-EOC may utilize this position for supervising the Damage Assessment process. The Damage Assessment Field Coordinator will receive and organize Damage Assessment Teams and runners and be a single point of contact for them. The Damage Assessment Field Coordinator reports directly to the Damage Assessment Coordinator.

NOTE: For minor storm events a Damage Assessment Field Coordinator may not be used. In that case the following responsibilities would be performed by the Damage Assessment Coordinator.

Specific responsibilities include, but are not limited to:

Provide required materials to Damage Assessment teams

Assigns Patrols to DA Teams

Coordinates food and lodging for DA Teams

Tracks progress of DA Teams

Ensure unsafe and hazardous conditions are corrected

Receives completed Damage Patrol paperwork

Informs the Damage Assessment Coordinator of needs, problems, and progress

Reviews Patrol forms for completeness and accuracy

Pre-emergency responsibilities:

Ensure all Damage Appraiser material requirements are met, including personnel protective equipment (PPE), foul weather gear, warning tape, cones, portable lighting, and a vehicle with a two-way radio or cell phone

Responsibilities during an emergency:

As mentioned above.

Equipment required:

Refer to the R-EOC Operations manual for room layout, equipment requirements, and check off list.

Job location:

R-EOC's; Fitchburg, MA; Kensington, NH; Concord, NH.

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Work period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Damage Assessment Field Coordinator.

Additional responsibilities during major disasters:

Communicate with and advise the Regional Switching/Transmission & Substation Coordinator and R-OAC if intending to work directly with established staging site areas.

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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3.4 Damage Appraiser

After storm events, the Damage Appraiser is part of the Damage Assessment Team and performs damager patrols on affected areas as assigned. The Damage Appraiser position reports directly to the Damage Assessment Field Coordinator

Specific responsibilities include, but are not limited to:

Performs Damage Patrols as assigned

Returns Patrol Paperwork to the Damage Assessment Field Coordinator

Where unsafe conditions are found, makes the area safe, notifies the Damage Assessment Field Coordinator, and stands by until relieved, if necessary

Abides by all Unitil safety guidelines

Ensure unsafe and hazardous conditions are corrected

Pre-emergency responsibilities:

Ensure all Damage Appraiser material requirements are met, including personnel protective equipment (PPE), foul weather gear, warning tape, cones, portable lighting, and a vehicle with a two-way radio or cell phone

Responsibilities during an emergency:

As mentioned above.

Equipment required:

Damage Appraiser materials and forms, as required

Job location:

R-EOC's; Fitchburg, MA; Kensington, NH; Concord, NH.

Work period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Damage Appraisers.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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3.5 Work Packet Coordinator

After storm events, Damage Appraisers conduct Damage Assessments on affected areas and submits information to be compiled into create work packets for restoring service.. The Work Packet Coordinator supervises the Work Packet Support Team in creating work packets and position reports directly to the Damage Assessment Coordinator.

Specific responsibilities include, but are not limited to:

Provides materials to the Work Packet Support personnel

Supervises and builds Work Packets using Damage Patrol materials

Prioritizes Work Packets

Coordinates the delivery of the Work Packets to the Switching/Transmission & Substation Coordinator who will disseminate them to Restoration Crews

Enters/Changes the Work Packet information into the SDSA database

Completes Work Packet in the SDSA database

Collects completed Work Packet paperwork

Pre-emergency responsibilities:

Ensure all Work Packet materials requirements are met.

Responsibilities during an emergency:

As mentioned above.

Equipment required:

Work Packet materials and forms, as required

Job location:

R-EOC's; Fitchburg, MA; Kensington, NH; Concord, NH.

Work period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Work Packet Coordinator.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

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Additional staff requirements:

As required (through SAL program)

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4.0 **Damage Assessment Process Description**

The steps presented in this section will direct the responsible parties through the Damage Assessment process.

4.1 **Pre-Storm Preparation**

Using weather forecasts, System and DOC Storm Teams will make arrangements for deployment of Damage Appraisers to the potentially affected areas in advance or following the arrival of the storm.

System and DOC Storm Teams:

Agree on advance placement of Damage Appraisers

Assign personnel to report as Damage Appraisers

DOC Damage Assessment Teams:

Ensure all Damage Appraiser material requirements are met, including personal protective equipment, foul weather gear, warning tape, cones, damage appraisal materials, portable lighting, vehicle with two-way radio or cell phone

Assign circuits to Damage Appraisers for Damage Patrol

DOC personnel may be assigned circuits to patrol for damage on their commute to their storm assignment. These damage patrols would be very preliminary and used to build a very high level estimate of the restoration crew requirement. These damage patrols can be used to guide DOC Damage Assessment Coordinators in their immediate assignment of Damage Appraisers. Circuits patrolled by DOC personnel on their commute shall be scheduled for a second Phase 1 Damage Patrol by a Damage Appraiser.

DOC restoration personnel should be made available in sufficient numbers to respond to feeder lockouts, wire down response and be available for circuit sectionalizing. If Damage Appraisers are delayed by wires down, a timely and accurate restoration estimate will not be achieved.

If there is extensive damage to the overhead transmission system and/or the distribution system, helicopter patrols should be arranged and completed as soon as practicable.

4.2 **Actions During the Event**

Damage Assessment Coordinator

Using OMS and/or trouble tickets, determines circuits for patrols in conjunction with storm management team and Damage Assessment Field Coordinator

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Damage Assessment Field Coordinator (if used)

Assigns feeders to Damage Appraisers

Records assignments in database or spreadsheet

Assembles appraisal materials and delivers to appraisers

Damage Appraiser

Perform Phase 1 and Phase 2 Damage Patrols as directed by Damage Assessment Coordinator or Damage Assessment Field Coordinator

Document the damage and repairs necessary on the Damage Patrol Detail Sheets

Tallies material and repair requirements on the Damage Patrol Envelope.

Place all forms from a single location into the Damage Patrol Envelope. In most cases Damage Assessment Detail Sheets for an entire circuit will be placed into the Damage Patrol Envelope. If extensive damage is found on a circuit, Damage Assessment Detail Sheets should be organized by sectionalizing device locations and placed in separate envelopes.

Damage Assessment Field Coordinator (if used)

Upon completion of patrols, reviews returned Damage Patrol Detail Sheets and assigns additional circuits for Damage Appraisers

Work Packet Coordinator

Records return of patrol package

Analyzes damage sheets and creates work packets

Records work packet number

Makes copies and files

Collects work packets for delivery to Restoration Coordinators

Upon completion of work packets, update work packet status in database or spreadsheet

DOC Damage Assessment Team

Create the Estimated Crew Hour Requirement from the tally

Create a Work Packet using the Damage Patrol Envelope and Detail Sheets

Estimate Restoration Time by the number of restoration crews available

Assign Work Packets to Restoration Coordinator

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Track the work using the DOC Damage Spreadsheet

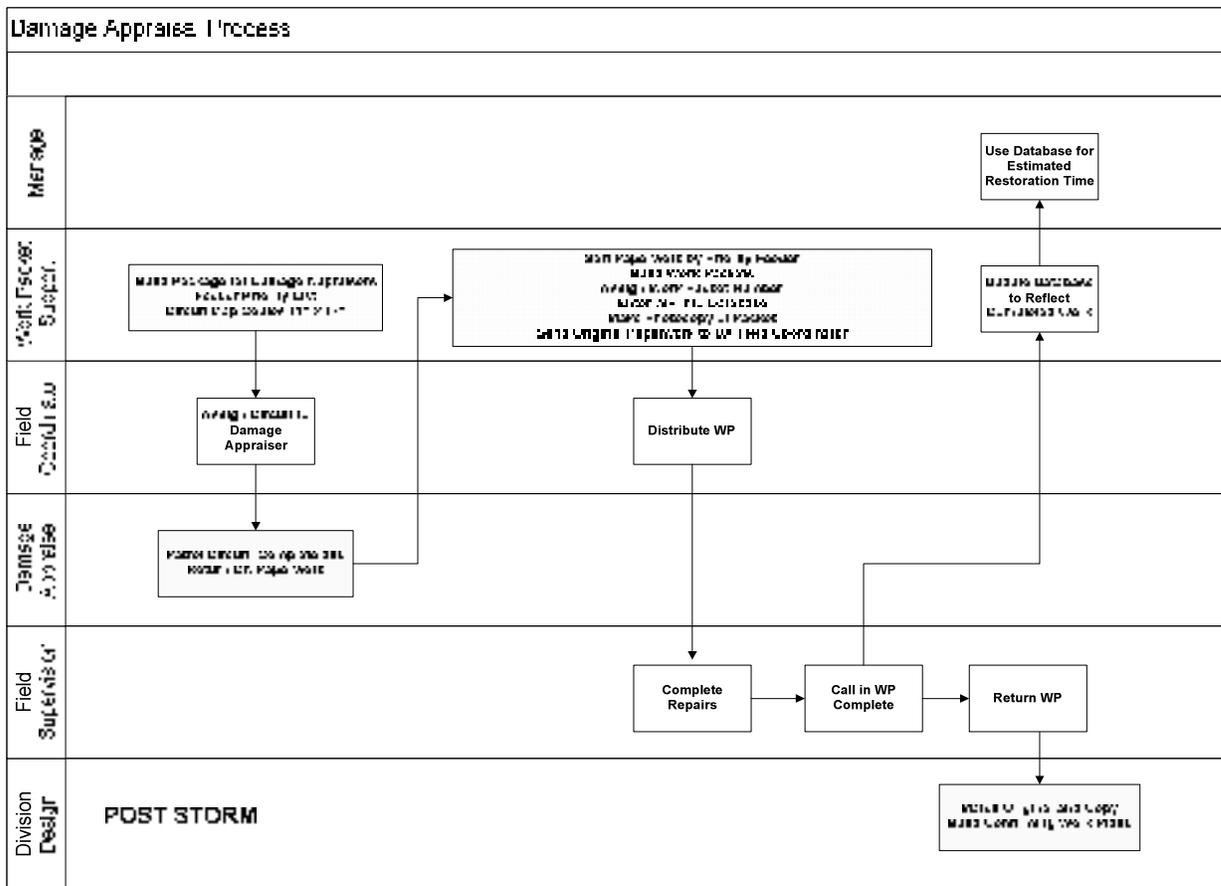
Upload the DOC Damage Spreadsheet to System Coordinators

4.3 Post-Storm Actions

DOC Damage Assessment Team

Transfer the completed Work Packets to Engineering at the conclusion of the storm event in case the information is needed to reconcile confirming work documentation.

4.4 Damage Assessment Process Flow



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5.0 Damage Patrol

5.1 Summary

Damage Patrols will be performed by Damage Appraisers (local DOC personnel, personnel from other departments of the company, or outside contractors). The Damage Patrol has two phases: Phase 1 and Phase 2. A Work Packet is created using the Damage Patrol Detail Sheets and the Damage Patrol Envelope. At each work site, the Damage Appraiser enters the repair details on Damage Patrol Detail Sheets. The Detail Sheets are summarized on the Damage Patrol Envelope.

The Damage Assessment Coordinator will prioritize and assign patrols based on priority circuit and estimated number of customer outages. Damage appraisal, restoration assignments, and restoration record keeping shall be by Circuit Number.

The Damage Patrol and Work Packet process is paper-driven. Paper forms require minimal training, require minimal equipment, and are the most reliable information transfer method during a major event.

It is essential that qualified switching personnel be dispatched in sufficient numbers to determine feeder lockout conditions and be available for sectionalizing efforts. If damage to the overhead transmission system and/or the distribution system is expected to be extensive, helicopter Damage Patrols should be initiated as soon as practicable.

5.2 Phase 1 Damage Patrol

Phase 1 Damage Patrols will begin as soon as practicable following the storm.

The Phase 1 Damage Patrol will identify physical damage, such as primary wires down, poles broken, transformers down, on three-phase Circuit Mainlines or Transmission Lines as assigned by the DOC Damage Assessment Team.

All physical damage and tree work details from this Damage Patrol are entered on the Phase 1 Damage Patrol Detail Sheet (See Examples 1 and 2 in the Appendix).

Critical Customers shall be Phase 1 priority. Priority Feeders are assigned to the Damager Appraiser by the DOC Damage Assessment Team.

5.3 Phase 2 Damage Patrol

Phase 2 Damage Patrols will begin immediately following completion of the Phase 1 Damage Patrol process.

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The Phase 2 Damage Patrol will identify physical damage on fused taps, single phase primary, secondary, and services. Phase 2 details are entered on the Phase 2 Damage Patrol Detail Sheet (See Examples in Section 6.0 Forms, Reports, and Policies).

5.4 Damage Patrol Forms

5.4.1. Damage Patrol Detail Sheets

Damage Appraisers will be issued multiple pads of Damage Patrol Detail Sheets to record the details of their surveys. Damage Appraisers shall check off the box representing the appropriate Phase of patrol they are performing.

A Damage Patrol Detail Sheet is prepared for each local trouble spot. The sheet should include all required repairs and equipment replacements. A Damage Patrol Detail Sheet is included in Section 6.0 Forms, Reports, and Policies.

NOTE: In most cases Line work and Tree work should be detailed on the same sheets. Tree Crew Work Packets and Line Crew Work Packets will not be combined.

5.4.2. Damage Patrol Envelope

The Damage Appraiser prepares a Damage Patrol Envelope for each location. It is likely that many Damage Patrol Envelopes will be prepared for each circuit. The Damage Patrol Detail Sheets are summarized on the envelope cover and the sheets are placed inside.

The DOC Damage Assessment Team receives the Damage Patrol Envelopes from the Appraisers, reviews the material and completes the envelope.

After review, the Damage Assessment Coordinator assigns the envelope a Work Packet Number. A Damage Patrol Envelope is included in Section 6.0 Forms, Reports and Policies.

5.4.3. DOC Damage Spreadsheet

The Crew Hour Requirement for any Work Packet is quickly estimated by the DOC Damage Assessment Team using the table on the Damage Patrol Envelope.

Crew Hour Requirement totals from each envelope will be entered into a DOC Damage Spreadsheet. The DOC Damage Spreadsheet is an Excel spreadsheet that summarizes restoration work requirements. The spreadsheet records the following fields:

- DOC

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- Work Packet Number
- Patrol Phase
- Town
- Circuit Number
- Line Crew Hours
- Tree Crew Hours
- Status

The DOC Damage Assessment Team will adjust the DOC Damage Spreadsheet to reflect the completion of each Work Packet.

The DOC Damage Assessment Team will periodically forward the updated DOC Damage Spreadsheet to the System Damage Assessment Unit Lead where the System Damage Spreadsheet will be updated.

5.5 Analyzing Resource Requirements

DOC Damage Assessment Teams estimate the DOC Total Restoration Time in days by dividing the Crew Hour Requirement by the Number of Restoration Crews Available and again by hours to be worked each day by contractual agreement:

$$\begin{aligned}
 &\text{DOC Total Restoration Time} \\
 &\text{Crew Hour Requirement} = 6,750 \text{ hours} \\
 &\text{Crews available to the DOC} = 75 \\
 &\text{Hours worked per day} = 12 \\
 &6,750 / 75 / 12 = 7.5 \text{ days for total DOC restoration}
 \end{aligned}$$

$$\begin{aligned}
 &\text{DOC Circuit Mainline Restoration Time} \\
 &\text{Phase 1 Damage Patrol Crew Hour Requirement} = 2,025 \text{ hours} \\
 &\text{Crews available to the DOC} = 75 \\
 &\text{Hours worked per day} = 12 \\
 &2,025 / 75 / 12 = 2.25 \text{ days for total DOC mainline restoration}
 \end{aligned}$$

The System Damage Assessment Team (if activated) will total the DOC Damage Spreadsheets to estimate the System Crew Hour Requirement. Using the DOC Damage Spreadsheets and System Crew Hour Requirement, the DOC Operations

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Area Chief and Regional Planning Chief will arrange for deployment of additional resources.

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6.0 Resources and Contact Information

6.1 Damage Assessment Response Organization Contacts

Damage Assessment Contact List (System/Regional)			
Name	Emergency Response Position	Work #	Cell #
John Bonazoli	Damage Assessment Unit Lead		
Cesar Lopez	Damage Assessment Unit Lead		
Nate Sherwood	Damage Assessment Coor. (Seacoast)		
John Folland	Damage Assessment Coor. (Seacoast)		
April Burnham	Damage Assessment Coor. (Capital)		
Charlie Kickham	Damage Assessment Coor. (Capital)		
Bob Sandler	Damage Assessment Coor. (Fitchburg)		
Mani Revi	Damage Assessment Coor. (Fitchburg)		

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6.2 System EOC Contacts

System Emergency Operations Center Contacts		
Department/Unit	Number	Ext.
Incident Commander (Richard Francozio)		
Planning Section Chief (Ray Letourneau)		
Transmission/Substation Unit Lead (Chris Dube)		
Logistics Section Chief (Justin Eisfeller)		
Lodging & Meals Unit Lead (Cindy Huyghue)		
Trouble Analysis Unit Lead (Carol Knowles)		
Corporate Communications		
Logistics-Materials (John Closson)		
Resource Unit (Todd Diggins)		
Wire Down/Damage Assessment (John Bonazoli)		
System-EOC Fax		

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7.2 Damage Assessment Envelope

DAMAGE PATROL ENVELOPE

CIRCUIT CENTER

ASSIGNMENT NO. (FORM #1000)

WORK ORDER NUMBER

DATE: TIME:

DATE IN COMPL. PER:

ASSIGNMENT AREA: IMAGE 1 IMAGE 2

OPERATOR: TRIP TRIP

TRIP TYPE: TRIP 1 TRIP 2

TRANSFORMER:

PHASES:

LOADS:

FOR ISSUES REFER TO THE FIELD REPRESENTATIVE (FORM #1000-01)

LINE CLASS

DESCRIPTION	QUANTITY	VALUE (DOLLARS)	TOTAL
PULLING/REPAIRING		5	
REPAIR		3	
TRIP/REPAIR		1	
TRIP/REPAIR/REPAIR		4	
REPAIR		1	
REPAIR/REPAIR		2	
REPAIR/REPAIR		2	
REPAIR/REPAIR		1	
REPAIR/REPAIR/REPAIR		1	
REPAIR/REPAIR		3	
REPAIR/REPAIR		4	
REPAIR/REPAIR		1	
REPAIR/REPAIR		1	
REPAIR/REPAIR		2	
REPAIR/REPAIR/REPAIR		2	
REPAIR/REPAIR		1	
TOTAL			

TRIP/REPAIR

DESCRIPTION	QUANTITY	TOTAL
TRIP/REPAIR	2	
TOTAL		



FORM # UES-C UES-S

SECTIONS ENERGIZED			
SECTION #	TO NO. #	DATE	TIME

TRIP/REPAIR/REPAIR/REPAIR/REPAIR/REPAIR/REPAIR/REPAIR

OTHER CUSTOMER

ENVIRONMENTAL CONCERN (Hazardous)

OTHER INFORMATION: _____

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7.3 Helicopter Patrol Form

Helicopter Patrol Form		
System-EOC:	Phone:	Fax:
Technical Services:	Phone:	Fax:
Requestors Name and _____		
Contact Information: _____		
Notification/Flight Date/Time: _____		
Helicopter Company: _____		
Observer(s) (Extra passengers requires more fuel and may loose the ability to hover.)		
Observer Contact Phone # _____		
Departure Location: _____		
Departure Time: _____		
Estimated Flight Time: _____		
Total Mileage of Lines for Patrol: _____		
Lines Being Patrolled: _____		
Routine _____ Emergency _____		
Accounting Information: _____		
<u>TLS USE ONLY</u>		
Date Received: _____		
Helicopter Company Contacted _____		
Pilot Assigned: _____		Helicopter ID _____

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Attachment 5

Storm Response Unit (SRU)

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FOREWORD

The purpose of this document is to detail the Storm Response Unit (SRU), which is a list of qualified Unitil personnel able to readily mobilize during an emergency, developed by Emergency Planning (EP), as well as management guidelines for the same.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management & Compliance

Richard L. Francazio
Director, Emergency Management & Compliance

RECORD OF CHANGES

DATE OF REVIEW: 8/14/09

REVISION	DATE	DESCRIPTION
0	8/14/09	Initial Issue

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1.0 Introduction

Storm Response Unit (SRU) is a list of qualified internal Unitil personnel who: are presently in work assignments outside within and external to Operations, are able to deploy to an affected Distribution Operation Center (DOC) , are able to support regional restoration events when either additional crews are deployed, outside resources are employed or the event will exceed 24 hours in duration.

For some level 3, 4 and 5 storm events the DOC will require resources from outside the area to restore customers in a timely fashion. Mutual Assistance and Contract labor crews bring their own immediate supervision but are not familiar with Unitil Clearance and Control Rules or service territory. Outside resources are more effective when a Unitil Supervisor or representative coordinates their work with local storm management.

1.1 Purpose

The purpose of this document is to detail the SRU organization, resource training requirements and deployment procedures.

1.2 Applicability & Scope

This document is managed by the Unitil Emergency Management function, and applies to those personnel detailed in section 2.0.

1.3 Updating the Procedure

The Director of Emergency Management and Compliance is responsible for maintaining this procedure. Annually or sooner, if warranted, material in the procedure will be updated or revised, in an attempt to stay current with changes in the company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the *Record of Changes* section on the cover.

Comments are welcomed and should be documented (using the *Request for Procedure/Change Form*) and addressed to the Director of Emergency Mgmt. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

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1.4 Availability

Emergency Mgmt. and support services staff have access to this document via Unitil's shared document system and are encouraged to print hard copies of the same – S:\Common\Departments Shared\Operations\Emergency Planning.

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

1.5 References

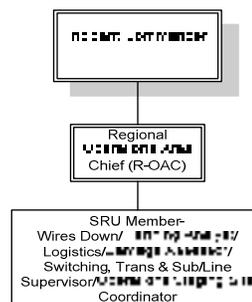
The SRU organization is supported by the Storm Assignment List (SAL) application. This may be accessed by the WebOp's link.

2.0 General Information

2.1 Acronyms

A/FSC	Admin/Finance Section Chief
DOC	Distribution Operating Center
IC	Incident Commander
R-EOC	Regional-Emergency Operating Center
R-OAC	Regional Operations Area Chief
SAL	Storm Assignment List
S-EOC	System-Emergency Operating Center
SRU	Storm Response Unit

3.0 SRU Organization



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During an event, it may be necessary for the R-OAC from a DOC to request additional resources during restoration. This request is made to the Incident Commander who notifies the Admin/Finance Unit to mobilize SRU personnel.

Depending on the amount/type of training, SRU personnel are classified in 3 levels and may be assigned to the following roles: Wire Down, Planning Analyst, Logistics Support, Damage Assessor, Switching/Trans & Sub, Line Supervisor, and/or Operations Staging Site Coordinator. The three levels of classification are as follows:

Level 1: Fully qualified, experienced, and available

Level 2: Fully qualified, experienced, less available

Level 3: Trained with minimum experience

3.1 Wire Down Coordinator

The Wire Down role is responsible for making assessments of the need to provide protection to the public from the hazards of Unitil downed wires and guarding downed wires. When utilized in the position of Wire Down, the SRU member will report to the assigned region's Planning Chief.

Specific responsibilities include, but are not limited too:

- Reporting to assigned downed wire location
- Determining whether wire is electrical conductor or telecommunications wire
- Reporting the status of downed wire to the R-PC
- Determining whether conductor is primary or secondary voltage
- Setting up physical barriers a safe distance from the downed wire
- Providing public protection by directing public a safe distance away from downed wires

Pre-Emergency Responsibilities:

Maintain training requirements and keep a full storm kit available.

Ensure availability of proper PPE including a hardhat, gloves, and safety shoes as well as equipment needed such as vehicles with magnetic signs, cones, barriers, and caution tape.

Responsibilities during an emergency:

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Provide ongoing support to the Wires Down Coordinator in the region by reporting and assessing downed wires in the region as assigned.

Equipment required:

Refer to the Wire Down Procedure (EP-E-PO6) for equipment requirements

Job location:

TBD, as assigned

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief.

Additional staff requirements:

As required (through SAL program)

3.2 Planning Analyst

The Planning Analyst is responsible for providing support to the Planning Unit to develop overall restoration strategy, including estimated regional estimated time of restoration based on current resources available, damage assessment, and forecasted weather conditions. When utilized in the Planning Analyst position, the SRU member will report to the Planning Chief.

Specific responsibilities include, but are not limited to:

- Assessing the number of available crews
- Accumulating and analyzing data and damage assessment
- Supporting the development of an overall restoration strategy
- Maintaining accurate reporting of the event
- Supporting the development of a demobilization strategy with minimum overall cost

Pre-Emergency Responsibilities:

Maintain training requirements and keep a full storm kit available.

Monitor resources and weather forecasts to keep updated on restoration progress.

Responsibilities during an emergency:

Provide ongoing support to the Planning Unit by assisting in analyzing data

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Equipment required:

Refer to the Regional Operating Manual for equipment requirements and check off lists

Job location:

Kensington, NH (Seacoast R-EOC)

Concord, NH (Capital R-EOC)

Fitchburg, MA (Fitchburg R-EOC)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Planning Analyst

Additional staff requirements:

As required (through SAL program)

3.3 Logistics Support

The Logistics Support role is responsible for providing ongoing administrative support to regional logistics units. When utilized in the Logistics Support position, the SRU member will report to the assigned regions’ Logistics Chief.

Specific responsibilities include, but are not limited to:

- Provide administrative support to the Logistics Unit including the Resource/Lodging & Meals Unit, and Materials/Facility Unit
- Assisting in assigning resources/personnel as instructed

Pre-Emergency Responsibilities:

Maintain training requirements and keep a full storm kit available.

Maintain tracking current restoration progress to be up-to-date regarding resource requirements/needs for the region.

Responsibilities during an emergency:

Provide ongoing support to the Logistics Unit in the region as instructed.

Equipment required:

Refer to the Regional Operations Manual for equipment requirements and check off lists.

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Job location:

Kensington, NH (Seacoast R-EOC)

Concord, NH (Capital R-EOC)

Fitchburg, MA (Fitchburg R-EOC)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Logistics Support.

Additional staff requirements:

As required (through SAL program)

3.4 Damage Assessor

The Damage Assessor is part of the Damage Assessment Team and performs damage patrols on affected areas assigned. When utilized in the Damage Assessor position, the SRU member will report to the Damage Assessment Coordinator in the regional Planning Unit.

Specific responsibilities include, but are not limited to:

- Performing damage patrols as assigned
- Returning proper damage assessment forms to the Damage Assessment Coordinator when complete
- Where unsafe conditions are found, makes safe the area, notifies the Damage Assessment Coordinator and stands by until relieved
- Abiding by all Unitil safety guidelines and ensuring unsafe and hazardous conditions are corrected.

Pre-Emergency Responsibilities:

Maintain training requirements and keep a full storm kit available.

Ensure all damage assessors material requirements are met, including PPE, foul weather gear, warning tape, cones, portable lighting, and a vehicle with a two way radio or cell phone.

Responsibilities during an emergency:

As mentioned above

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Equipment required:

Refer to the Damage Assessment Procedure (EP-E-P02)

Job location:

TBD, as assigned

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Damage Assessor.

Additional staff requirements:

As required (through SAL program)

3.5 Switching/Trans & Sub

The Switching/Trans & Sub position is responsible for transmission restoration after an event. When utilized in this position, the SRU member will report to the Switching/Trans & Sub Coordinator under the regional Operations Unit.

Specific responsibilities include, but are not limited too:

- Direct the field restoration effort to safely implement the transmission restoration strategy
- Assist with allocation of available resources
- Provide transmission system status information as required

Pre-Emergency Responsibilities:

Maintain training requirements and keep a full storm kit available.

Support the effort of the Transmission/Substation Unit to ensure that the transmission aspects of the ERP are up to date.

Responsibilities during an emergency:

Provide ongoing direction for the safe and efficient restoration of the transmission system asset and monitor/report restoration progress.

Equipment required:

Refer to the Transmission/Substation and Switching Procedure (EP-E-P01) for required equipment and check off lists.

Job location:

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TBD, as assigned

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Switching/Trans & Sub.

Additional staff requirements:

As required (through SAL program)

3.6 Line Supervisor

The line supervisor is responsible for leading line crews, contractor crews, or other personnel who are unfamiliar with Unitil’s service territory. When utilized in this position, the SRU member will report to the Operations Chief.

Specific responsibilities include, but are not limited to:

- Oversee line crews ensuring safety as number one priority
- Provide status updates on completed jobs to operations
- Travel with crews that are unfamiliar with the area

Pre-Emergency Responsibilities:

Maintain training requirements and keep a full storm kit available.

Ensure availability of proper PPE including a hardhat, gloves, and safety shoes as well as equipment needed such as vehicles with magnetic signs, cones, barriers, and caution tape.

Responsibilities during an emergency:

Provide ongoing support to Operations in the region by leading crews and reporting restoration progress.

Equipment required:

Refer to the Regional Operations Manual for equipment requirements and check off lists.

Job location:

TBD, as assigned

Work Period:

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12 hours on duty, 12 hours off duty with “as required” overlap with relief Line Supervisor

Additional staff requirements:

As required (through SAL program)

3.7 Training Requirements

Training Requirements/Qualifications	Wire Down	Line Supervisor	Switching/ Trans&Sub	Damage Assessors	Logistics Support	Planning Analyst
Clearance & Control (initial & annual)		X		X		
Distribution Grounding		X				
Electrical Hazard Awareness	X	X	X	X	X	X
Environmental Training Equipment Awareness	X	X	X	X		X
PPE Awareness	X	X	X	X	X	X
Conducting a job brief		X		X		X
CPR & First Aid	X	X	X	X	X	X

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3.8 Preparation Requirements

SRU members will keep a travel storm kit ready for deployment. The travel storm kit should include:

Wire Down	Line Supervisors	Trans/Sub & Switching	Damage Assessors	Logistics Support	Planning Analyst
PPE for field activity	PPE required for Field Supervision	PPE for Field activity			
Class 2 Rubber Gloves	Class 2 Rubber Gloves	Class 2 Rubber Gloves	Rain gear	Rain gear	Rain gear
Voltage tester	Clearance and Control tags and forms	Voltage tester	Clothing appropriate for the season	Clothing appropriate for the season	Clothing appropriate for the season
Rain gear	Rain gear	Rain gear	Flashlight	Flashlight	Flashlight
Clothing appropriate for the season	Clothing appropriate for the season	Clothing appropriate for the season			
Flashlight	Flashlight	Flashlight			
Magnetic Signs for vehicle identification	Magnetic Signs for vehicle identification	Work area protection items			

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5.0 Resource and Contact Information

5.1 SRU Member List-Seacoast

SRU CONTACT LIST- SEACOAST				
Position	Name	Office #	Home #	Cell #
Line Supervisor	Patrick Aquilina			
	Scott Wade			
	Mike Deschambeault			
Damage Assessors	Scott Wade			
	Patrick Aquilina			
	Mike Deschambeault			
	Cathy Gilman			
	Nate Sherwood			
	Jake Dusling			
Transmission/Substation Switching	Mike Deschambeault			
	Scott Willett			
	Scott Wade			
	Patrick Aquilina			
	Writers Only:			
	Nate Sherwood			
	Jake Dusling			
Planning Analyst	Scott Wade			
	Cathy Gilman			
	Patrick Aquilina			
	Mike Deschambeault			
	Jake Dusling			
	Nate Sherwood			
Logistics Support	Bob Conner			
	John Closson			
	Jason Kearns			

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5.2 SRU Member List-Capital

SRU CONTACT LIST- CAPITAL					
Position	Name	Office #	Home #	Cell #	
Line Supervisor	Chuck Lloyd				
	Stan Balch				
Damage Assessors	Chuck Lloyd				
	Stan Balch				
	Rav Lepage				
	Dan Olivier				
Transmission/Substation Switching	Dan Olivier				
	Tom Bilkin				
	Chuck Lloyd				
	Stan Balch				
	Writers only:				
	Salah Awad				
Planning Analyst	Rav Lepage				
	Stan Balch				
	Tom Bilkin				
	Chuck Lloyd				
	Salah Awad				
Logistics Support	Leigh Willett				
	Celine Cote				
	Pat Fallon				
	Ed Thompson				

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5.3 SRU Member List-Fitchburg

SRU CONTACT LIST- FITCHBURG				
Position	Name	Office #	Home #	Cell #
Line Supervisor	Mark Frappier			
	Steve Baker			
	Dave Cutting			
	Jim Dee			
	Ken Labombard			
Damage Assessors	Mark Frappier			
	Steve Baker			
	Dave Cutting			
	Jim Dee			
	Bob Sandler			
	Ken Labombard			
Transmission/Substation Switching	Steve Baker			
	Mark Frappier			
	Writers only:			
	Bob Sandler			
Planning Analyst	Jim Dee			
	Mark Frappier			
	Bob Sandler			
Logistics Support	Peg Vanhillo			
	Wilma Foster			
	John Closson			

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Attachment 6

Logistics Procedure

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FOREWORD

The purpose of this document is to define the specific aspects of the plan that the Logistics Section performs at both the system and regional levels during an incident and provides a coordinated response in supporting logistics requirements in any type of corporate emergency.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management and Compliance

Richard L. Francazio
 Director, Emergency Management and Compliance

RECORD OF CHANGES

DATE OF REVIEW: 8/31/09

REVISION	DATE	DESCRIPTION
0	8/31/09	Initial Issue

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1.0 Introduction

This procedure will detail the processes used by Unitil (the Company) to respond logistically during an event in a manner that is consistent with the goals and procedures of the Company's Emergency Response Plan (ERP). Logistical operations must also enhance the ability of response personnel to efficiently complete the task at hand.

1.1 Purpose

This section of the ERP defines the specific aspects of the plan that the Logistics Section perform at both the system and regional level for an event. It provides a coordinated response in supporting logistics requirements in any type of corporate emergency. This plan will:

- Define the role of the Logistics Section Organization (LSO) in enhancing corporate-wide response to any type of emergency
- Defines the roles of the Logistics Section Chief/Logistics Chief (Regional) and the areas of response he/she will be responsible for
- Establish guidelines for event classification and notification system for mobilizing key personnel involved in logistics support through the activation of the LSO
- Facilitate the logistics (procurement, distribution, maintenance, transportation, and replacement) of materials, logistics services and mobilization of personnel during emergencies
- Provide the mechanism for enhancing cooperation among the various departments directly involved in logistics arrangements throughout Unitil's service territory

1.2 Applicability & Scope

This procedure applies to both the Company's Tactical and Operational Levels or System and Regional, respectively. This procedure does not supersede the Company's ERP but complements the roles, responsibilities, and activities detailed within that document.

Resources and activities which are mobilized, managed, and demobilized by the Logistics organization are detailed in the following sections. However, the procedure will be used as a guideline with the intent to support the Units effectiveness and efficiency and should not be viewed as a limit or constriction on ensuring such success.

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1.3 Updating the Procedure

The Director, Emergency Management and Compliance is responsible for maintaining this procedure. Annually or after a storm or storm drill critique, if warranted, material will be updated or revised, in an attempt to stay current with changes in the Company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the *Record of Changes* section on the cover.

Comments are welcomed and should be documented and addressed to the Director, Emergency Management and Compliance. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

1.4 Availability

Emergency Mgt. and supported services staff have access to this document via the Hampton Shared Drive and are encouraged to print hard copies of the same- S:\Common\ Departments Shared\Operations\Emergency Planning.

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

1.5 References

Documents used in the creation of this procedure are no longer traceable.

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2.0 General Information

This Plan describes the overall response actions to be undertaken by the LSO during emergency situations affecting all of Unitil's operations. The LSO will consist of a System Level Organization managed by the System Level Logistic Section Chief (S-LSC), a Regional Level Organization managed by the Regional Logistic Chief (R-LC) and a series of Logistics Coordinators as needed. The Logistics Section of the Emergency Response Plan provides for the following:

- A coordinated response to various types of emergency events including electric restoration, gas restoration, oil spill response, emergency facility evacuation, and business continuation;
- Alignment of Emergency Classification Guidelines that serve as a mechanism for activating LSO personnel and facilities;
- Initial notification and mobilization of LSO personnel;
- Activation of the System Level Logistics organization , for multi region events, as the designated site for central operations; and the activation of the Regional Logistics organization as the site for central operations at the regional level.
- Description of the responsibilities and response actions of the various departments involved in logistics support;
- The roles of the S-LSC, the Regional Logistics Chief (R-LC) and the Logistics Coordinators in overseeing and directing logistics section activities during restoration.

A discussion of the specific response actions to be undertaken by each LSO staff including:

- Identification of the personnel responsible for plan implementation;
- Internal notification schemes;
- Identification of materials, documentation manuals, and data communications requirements essential to initiate response actions;
- Reference to any existing Departmental procedures or instructions designed to facilitate logistics support.

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2.1 Acronyms

EOC	Emergency Operations Center
ERP	Emergency Response Plan
IC	Incident Commander
L/MC	Lodging/Meals Coordinator
L/MUL	Lodging/Meals Unit Lead
LSO	Logistics Section Organization
M/FC	Materials Facility Coordinator
PUL	Procurement Unit Lead
R-LC	Regional Logistics Chief
R-OAC	Regional Operations Area Chief
RUL	Resource Unit Lead
S-LSC	System Logistics Section Chief
SSA	Staging Site Assistant
SSC	Staging Site Coordinator
SSUL	Staging Site Unit Lead

2.2 Plan Summary

Different types of emergency events can potentially affect electric, gas, generation and corporate facilities. These include:

- Electric related emergencies - severe weather conditions (storms, hurricanes, ice storms, etc.);
- Gas related emergencies - natural disasters, fire, explosions, supply interruptions;
- Oil spills - spills involving the discharge of greater than 10 gallons of oil in navigable waters and a significant on-land spill;
- Emergency evacuation of corporate facilities due to fire, explosion, bomb threat, or hazardous material spill and the corresponding business continuation efforts to resume operations.

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A coordinated response in supporting logistics requirements during these emergencies will be the major thrust of the S-LSC

Corporate policies and existing departmental procedures designed to prepare for and/or respond to an emergency in the area of logistics support are taken into account and discussed in this section.

2.3 Plan Methodology

This section is consistent with the ERP, using the same Incident Command Structure (ICS) initiative, and provides for the interface with the ERP and other Company Emergency Plans. In many emergencies there may be local operational responses underway well before an Incident Command Center or other corporate responses are initiated; many never reach the level of requiring the implementation of this plan. Should an event reach the level where logistical support is required the Logistic Plan will be activated.

Unitil will coordinate logistics functions in any type of emergency by the activation of the S-EOC or R-EOC's depending on the type of emergency response that is required. The Logistics Section supports Electric and Gas Emergency Restoration, Oil Spill Contingency Plan, and Business Continuation Plans.

The Logistic section of the plan allows for different levels of logistics organization response based on the severity of the emergency. Personnel assigned to the S-LSC or to a R-LC position may respond to one of the designated EOC's listed below, a local on-scene command center, or may operate from their normal work locations or remotely based on the classification of the emergency and required response.

Logistics Centers:

- S-EOC; Hampton, NH
- R-EOC; Kensington, NH
- R-EOC; Concord, NH
- R-EOC; Fitchburg, Mass

2.4 Emergency Classification Matrix

The Emergency Classification Matrix (Found in Section IV-Process and Triggers) of the ERP serves as a guideline to initiate any type of response action requiring

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logistics support. These guidelines provide the mechanism for rapidly assessing and evaluating the extent of mobilization required. The Emergency Classification Matrix also gives direction on when to activate the personnel and the designated operations centers of the S-EOC and the R-EOC.

A phased response system has been developed for the Logistics. This phased response system also allows for the dispatching of necessary personnel to an event site and enables personnel to prioritize actions that correspond to the level of logistics support required. These classifications are guidelines and may be adjusted at anytime by the S-LSC.

2.5 Classification, Initial Notification, and Mobilization of Personnel

Upon being notified of a potential disaster or an emergency affecting electric system, or any Corporate facility, where logistical support is expected to be required, the S-LSC or designate will be notified. Depending upon the nature and extent of the emergency, the S-LSC, or designee will consult with and advise the Incident Commander (IC) and the S-LSO of the Logistics support requirements and status, if a IC has not been named the S-LSC will contact the Regional Operational Area Chief (R-OAC).

Depending upon the emergency event, the IC will classify and assess the emergency using the Emergency Classification Matrix. A final determination after consultation with the S-LSC on whether or not to fully or partially activate the S-LSO and/or the R-LSO will then be made.

Once a decision has been made on the extent of activation of the LSO, the S-LSC will direct the Resource Unit Lead (RUL), the Staging Site Unit Lead (SSUL), the Procurement Unit Lead (PUL), and the Lodging & Meals Unit Lead (L/MUL) or their alternates, to assume the positions in the System Level Logistics Section Organization, and they in turn will initiate the notification process to mobilize personnel. The S-LSC will notify the R-LC in the affected regions to begin activation of the R-EOC, if necessary.

At this time the R-LC will also notify the Regional Materials/Facility Coordinator (M/FC) if activation of any Emergency Logistics Staging Sites is required. The M/FC will notify necessary Logistics Staging Site staff and initiate supporting contract resources if required. The LSM (s) will proceed to the location of the Emergency Logistics Staging Site (s).

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If the event is a single region event, the R-LC will make the contacts to mobilize the R-LSO shown in the above section. Upon conferring with the R-OAC, the R-LC will determine the extent and scope of the deployment of the R-LSO.

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3.0 System Logistics Organization

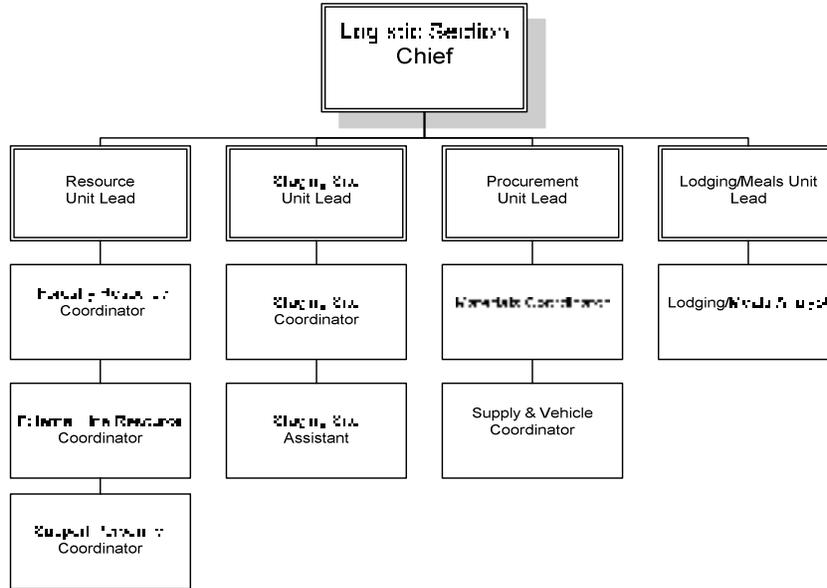


Figure 1 - System Logistics Organization

3.1 Regional Logistics Organization

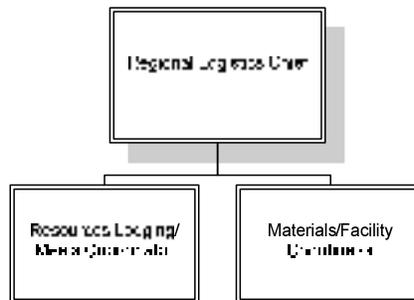


Figure 2 - Regional Logistics Organization

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3.2 Logistics Chief (System & Regional)

The System Logistics Section Chief (S-LSC) is responsible for the coordination of logistical planning and logistical response activities in support of operations requirements. The positions reporting to the S-LSC are: Resource Unit Lead, Staging Site Unit Lead, Procurement Unit Lead, and Lodging/Meals Unit Lead. In an event that the System level not be activated (Operating level 1,2 and possibly 3) the Regional Logistics Chief (R-LC) will assume all responsibilities over the regional logistics organization. Positions reporting to the R-LC are: Material/Facility Coordinator, and the Resources Lodging/Meals Coordinator.

Specific responsibilities include, but are not limited to:

- Train assigned personnel in logistical response requirements and expectations;
- Plan and prepare critical resources and vendors for an event;
- Update Regional logistics personnel contact information;
- Active participation in reviews, drills, and pre-event meetings;
- Verify and maintain inventory of pre-defined storm kits, cable coils, poles and transformers;
- Establish and maintain crew requirements for lodging, meals, vehicle management, and material re-supply;
- Maintain company facilities during a regional event;
- Establish administration and mobilization of vendor contracts for recovery-related supplies and services (e.g., staging site overnight refueling, bus rental and operation, portable sanitary and hygiene units, and janitorial services);
- Define layout, resources, and equipment requirements for mobilizing and operating a staging site;
- Oversee the mobilizing and operating of assembly or material laydown areas;
- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;

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- Provide coordination of meals for internal and external resources, as directed;

Pre-emergency responsibilities:

Ensure all logistics equipment required is available and the logistics contact lists are updated. Conduct logistical training for all areas of the logistics organization and verify/updated all vendor lists, contractor and tree crew lists, food and lodging lists, and mutual assistance lists.

Responsibilities during an emergency:

Provide ongoing direction for the safe and efficient logistical response to support restoration.

Equipment required:

Refer to the S-ERP regarding assignments, equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH (S-LSC); or R-EOC, Fitchburg, MA, Kensington, NH or Concord, NH (R-LC) or established staging sites if necessary.

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Logistics Chief.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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3.3 Resource Unit Lead

The Resource Unit Lead (RUL) is responsible for overseeing the acquisition of resources required for restoration efforts. Additionally the RUL is responsible for assembling and coordinating the flow of information into and out of the Resource Unit.

Specific responsibilities include, but are not limited to:

- Updating the Logistics Section Chief of the status and summary of contractor/Mutual Aid crews, status of request for additional resources, and status of any major restoration work being performed in a timely manner
- Track start/end time and dates for all contractor on property including: location, contact information, crew status, and project status
- Maintain all data necessary of other Mutual Aid companies to operate efficiently and effectively
- Acquire outside resources (including mutual assistance and tree/contractor crews) as requested by the Logistics Chief

Pre-emergency responsibilities:

Verify/update all vendor lists, contractor and tree crew lists and mutual assistance lists.

Responsibilities during an emergency:

Acquire outside resources as required.

Equipment required:

Refer to the S-EOC manual regarding assignments, equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH (S-LSC)

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Resource Unit Lead.

Additional responsibilities during major disasters:

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Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.4 Forestry Resource Coordinator

The Forestry Resource Coordinator is responsible for acquiring all necessary tree crews necessary for restoration efforts as indicated by the Logistics Chief

Specific responsibilities include, but are not limited to:

- Coordinating arrangements for additional forestry contractor crews
- Understanding business requirements
- Interacting with contractor management and understanding the documents their crew capability, deployment compliment and methodology
- Coordinating the acquisition of any special materials
- Coordinating accommodations and any other logistics activity that may be required
- Provide all necessary information to the Resource Unit Lead

Pre-emergency responsibilities:

Verify/update all material vendor lists, contractor and tree crew.

Responsibilities during an emergency:

Acquire outside resources as required.

Equipment required:

Refer to the S-EOC manual regarding assignments, equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH (S-LSC)

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Forestry Resource Coordinator.

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Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.5 External Resource Coordinator

The External Resource Coordinator is responsible for acquiring all necessary crews for restoration efforts utilizing the New England Mutual Assistance (NEMAG) program as indicated by the Logistics Chief.

Specific responsibilities include, but are not limited to:

- Coordinating arrangements for additional forestry contractor crews
- Understanding business requirements
- Interacting with contractor management and understanding the documents their crew capability, deployment compliment and methodology
- Coordinating the acquisition of any special materials
- Coordinating accommodations and any other logistics activity that may be required
- Provide all necessary information to the Resource Unit Lead

Pre-emergency responsibilities:

Verify/update all Mutual Assistance Contact Lists.

Responsibilities during an emergency:

Acquire outside resources as required.

Equipment required:

Refer to the S-EOC manual regarding assignments, equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

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12 hours on, 12 hours off with “as required” overlap with relief External Resource Coordinator.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.6 Support Personnel Coordinator

The Support Personnel Coordinator is responsible for acquiring all necessary crews for restoration efforts utilizing the New England Mutual Assistance (NEMAG) program as indicated by the Logistics Chief.

Specific responsibilities include, but are not limited to:

- Coordinating arrangements for additional forestry contractor crews
- Understanding business requirements
- Interacting with contractor management and understanding the documents their crew capability, deployment compliment and methodology
- Coordinating the acquisition of any special materials
- Coordinating accommodations and any other logistics activity that may be required
- Provide all necessary information to the Resource Unit Lead

Pre-emergency responsibilities:

Verify/update all Mutual Assistance Contact Lists.

Responsibilities during an emergency:

Acquire outside resources as required.

Equipment required:

Refer to the S-EOC manual regarding assignments, equipment requirements, and check off list.

Job location:

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S-EOC, Hampton, NH (S-LSC)

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Support Personnel Coordinator.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.7 Staging Site Unit Lead

The Staging Site Unit Lead is responsible for overseeing the mobilization, management, and demobilization of staging sites. In some cases during significant events it is necessary to establish locations to assemble large numbers of outside crews and material laydown areas in locations not owned by Unitil. To support this activity Unitil has previously identified locations throughout its service territory that can be used for this purpose and designate a Staging Site Unit Lead (SSUL) to coordinate these efforts. The SSUL reports directly to the Logistics Section Chief.

Specific responsibilities include, but are not limited to:

- Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization
- Contacts pre-determined land owners for agreement to the use of property
- Reports the status/progress of the Staging Site to the Logistics Section Chief
- Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

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Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH (S-LSC)

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Staging Site Unit Lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.8 Staging Site Coordinator

The Staging Site Coordinator (SSC) is responsible for assisting the SSUL in the mobilization, management, and demobilization of staging sites. The SSC will work out of the staging site and report directly to the SSUL

Specific responsibilities include, but are not limited to:

- Reports progress/status of all staging site information to the Staging Site Unit Lead
- Responsible for overall safety of site
- Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization
- Contacts pre-determined land owners for agreement to the use of property
- Makes personnel assignments to support coordination of logistics functions
- Coordinates closely with Operations Unit Lead
- Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

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Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Staging Site Coordinator

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.9 Staging Site Assistant

The Staging Site Assistant (SSA) is responsible for assisting the SSC in the mobilization, management, and demobilization of staging sites. The SSA will work out of the staging site and report directly to the SSUL

Specific responsibilities include, but are not limited to:

- Reports progress/status of all staging site information to the Staging Site Unit Lead
- Responsible for overall safety of site
- Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization
- Contacts pre-determined land owners for agreement to the use of property

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- Makes personnel assignments to support coordination of logistics functions
- Coordinates closely with Operations Unit Lead
- Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Staging Site Assistant

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.10 Procurement Unit Lead

The Procurement Unit Lead (PUL) is responsible for monitoring the material needs of the company including the assembly and distribution of storm kits. Additionally the procurement unit will also acquire, based on pre-established vendor arrangements, vehicles and special equipment as requested by the field. This team will monitor the inventory system and direct the stores operation. The PUL will ensure the field staffing is appropriate and support operation is working

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effectively and field deliveries are timely. The PUL will report directly to the Logistics Section Chief.

Specific responsibilities include, but are not limited to:

- Monitor inventory and acquire any out of stock materials
- Direct stores operations
- Maintain up-to-date material/inventory list
- Ensure materials are delivered to the EOC's and staging sites/laydown areas in a timely manner
- Receive/Process special equipment requests from operations

Pre-emergency responsibilities:

Verify/update all material vendor lists and storeroom/inventory lists.

Responsibilities during an emergency:

Process/Order equipment requests

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Procurement Unit Lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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3.11 Materials Coordinator

The Materials Coordinator is responsible for acquiring the material needs of the company including the assembly and distribution of storm kits and special equipment as requested by the field. The Materials Coordinator will monitor the inventory system and direct the stores operation to ensure timely delivery of all materials. The Materials Coordinator will report directly to the Procurement Unit Lead.

Specific responsibilities include, but are not limited to:

- Monitor inventory and acquire any requested materials through vendors
- Direct stores operations
- Maintain up-to-date material/inventory list
- Ensure materials are delivered to the EOC's and staging sites/laydown areas in a timely manner
- Receive/Process special equipment requests from operations

Pre-emergency responsibilities:

Verify/update all material vendor lists and storeroom/inventory lists.

Responsibilities during an emergency:

Process/Order equipment requests

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with "as required" overlap with relief Materials Coordinator.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

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Additional staff requirements:

As required (through SAL program)

3.12 Supply & Vehicle Coordinator

The Supply & Vehicle Coordinator is responsible for acquiring vehicles used in operations and storm supply materials. The Supply & Vehicle Coordinator will monitor the supply inventory and direct the stores operation to ensure timely delivery of all materials and vehicles to the field. The Supply & Vehicle Coordinator will report directly to the Procurement Unit Lead.

Specific responsibilities include, but are not limited to:

- Monitor inventory and acquire any out of stock materials
- Direct stores operations
- Maintain up-to-date material/inventory list
- Ensure materials are delivered to the EOC's and staging sites/laydown areas in a timely manner
- Receive/Process special equipment requests from operations

Pre-emergency responsibilities:

Verify/update all vehicle vendor lists and storeroom/inventory lists.

Responsibilities during an emergency:

Process/Order equipment requests

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Supply & Vehicle Coordinator.

Additional responsibilities during major disasters:

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Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.13 Lodging/Meals Unit Lead

The Lodging/Meals Unit Lead (L/MUL) is responsible for acquiring lodging and meals accommodations to all company resources during an event (internal, external, mutual aid, tree/line crews) through a pre-defined list of vendors. The Lodging/Meals Unit Lead reports directly to the Logistics Section Chief.

Specific responsibilities include, but are not limited to:

- Work with the Resource Unit Lead to account for all resources during restoration
- Acquire a sufficient amount of hotel rooms/lodging for all resources
- Coordinate meals (breakfast, lunch, and dinner) for all resources
- Coordinate acquirement of box lunches for crews and at staging sites, if established
- Report accommodations/meals acquired for each region and their resources

Pre-emergency responsibilities:

Verify/update all lodging/meals lists and verify contacts.

Responsibilities during an emergency:

Acquire additional rooms/meals as required

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

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12 hours on, 12 hours off with “as required” overlap with relief Lodging/Meals Unit Lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

3.14 Lodging/Meals Analyst

The Lodging/Meals Analyst will assist the L/MUL in acquiring the appropriate lodging and meals accommodations for all company resources during an event (internal, external, mutual aid, tree/line crews) through a pre-defined list of vendors. The Lodging/Meals Analyst reports directly to the L/MUL.

Specific responsibilities include, but are not limited to:

- Work with the Resource Unit Lead to account for all resources during restoration
- Acquire a sufficient amount of hotel rooms/lodging for all resources
- Coordinate meals (breakfast, lunch, and dinner) for all resources
- Coordinate acquirement of box lunches for crews and at staging sites, if established
- Report accommodations/meals acquired for each region and their resources

Pre-emergency responsibilities:

Verify/update all lodging/meals lists and verify contacts.

Responsibilities during an emergency:

Acquire additional rooms/meals as required

Equipment required:

Refer to the S-EOC operations manual for equipment requirements, and check off list.

Job location:

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S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Lodging/Meals Analyst.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

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4.0 Pre-Storm Preparations

4.1 Training and Drills

Training

In order for the LSO personnel to be prepared to successfully implement assignees must be familiar with their roles and responsibilities, associated procedures, and equipment. This preparedness is achieved through training and drills.

Drills

Drills are conducted to ensure effectiveness of the Plan to keep personnel aware of their responsibilities should an emergency situation arise. An annual drill will be conducted to test the logistics support needs of either the Electric Emergency Response Plan. The annual drill scenario will be varied each year to test the LSO's response to different corporate response plans. The annual drill will require full activation of the LSO. Drill scenarios are reviewed and approved by designated personnel in accordance with procedures for the plan that is being tested. The drill is structured so as to allow free play for decision making as much as possible, provided that the basic objectives of the exercise are satisfied.

Drills are developed and conducted by the Emergency Management. Observer and controller personnel are stationed at various locations to evaluate response efforts and the effectiveness of the procedures. The result of each drill is documented and an evaluation report is prepared. The report includes recommendations on the effectiveness of the emergency response and how logistic response can be improved. Copies of the drill reports are provided to the applicable department(s) for review.

4.2 Actions During the Event

Logistics Chief

- Oversee all Logistics operations (Resource acquirement, material procurement, lodging/meals, and staging sites, if established)
- Maintain communications with other section chiefs on resources, staging sites, accommodations, and materials

Resource Unit Lead

- Maintains contact with the NEMAG

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- Acquires additional resources as directed by Planning Unit
- Maintains information on all resources acquired including tree crews, line crews, and mutual aid

Staging Site Unit Lead (if staging site is established)

- Oversees all staging site operations
- Communications to the Logistics Section Chief on all staging site operations and progress

Procurement Unit Lead

- Acquires all materials, vehicles, and supplies as necessary
- Maintain inventory and stock of materials
- Ensures delivery of requested materials to divisions or staging sites, if established

Lodging/Meals Unit Lead

- Acquires lodging/meals accommodations for all resources assigned to the restoration effort

4.3 Logistics Organization Process Flow

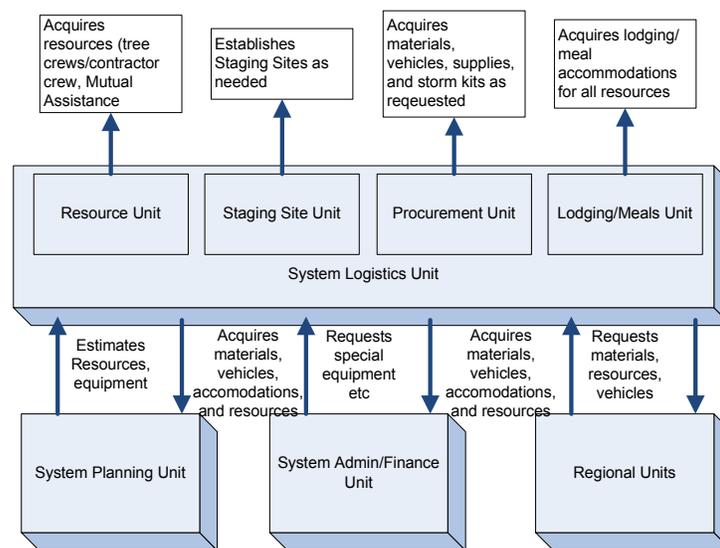


Figure 3 - Logistics Organization Work Flow

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4.4 Facility Emergency Equipment

The layouts for the various Logistics Centers are as shown in Section II and III in the S-EOC and R-EOC layouts.

Equipment includes:

- Wall mounted status boards (dry marker type)
- Wall map of regions served
- Color TV - wall mount
- Fax machines
- Laser printer (s) one black and white, one color
- PCs
- Telephones - multi-line, single line, and VPN phones ??
- Copies of the Company's emergency plans and procedures
- Administrative supplies
- Copy machine
- Work Stations

4.5 Communication Equipment

The primary means of communications in the Logistics Centers is through the use of telephones. The facility has separate lines installed for the staff to use. The phones have the ability to access both the internal company system and the external phone network. Telephone groups have been established to ensure that all phone calls are appropriately forwarded.

In the event of a telephone system failure, there are Virtual Private Network (VPN) phones installed to be used as a back-up system. In addition, cellular phones can be made available by coordination of the Voice/Data Communications Coordinator

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5.0 Resource Unit Procedure

5.1 Introduction

The Company has identified the need to develop and operate an Emergency Operation Center in Hampton that will coordinate logistics for Operating Levels 4 and 5 and possibly some Operating Level 3 events. Typically, these are events impacting more than one region. When implemented, the System Emergency Response will establish a support section for field operations headed by the Logistics Section Chief. A key function under logistics is that of the Resource Unit which will coordinate the Company's contractor and mutual aid response. This procedure manual details the process, roles, and responsibilities for the Resources Unit Lead and personnel during an emergency.

5.2 System Resource Unit

The purpose of the System Resource Unit is to coordinate resource requests received from the respective Regional Emergency Operations Centers and deploy external resources in support of restoring the company to normal operations. Additionally, the System resource Unit will establish and maintain communications with the Regional-EOC to effectively move resources to the correct locations and help managing any unanticipated issues.

The IC, or other authorized representative, will determine when to open and close the Logistic Section of the response. Once opened and throughout restoration of operations, the System Resource Unit will remain operational continuously (i.e., 24-hours per day, seven days a week).

Resource Unit Lead will inform the Logistics Section Chief of the status of operation restoration activities and implement policies and/or directives received from IC. Additionally, these personnel will coordinate with other company functional groups, including inter-Regional activities, and manage the assignments of additional personnel and equipment resources.

The System Resource Unit will report to the Logistic Section Chief every four (4) hours or at other intervals determined by the respective IC. In addition the System Resource Unit will maintain a log to record every safety or general incident, regardless of severity.

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5.3 Mobilization

An operating process has been developed to define roles and responsibilities of System Resource Unit personnel, and to provide general guidance to the same during time of emergency.

S-EOC Opening

Upon notification from the Logistic Section Chief or their designee, the System Resource Unit Lead will implement their staffing Call Tree. The Resource Unit will be located in Hampton, New Hampshire at the S-EOC.

Staffing and/or resources will be assigned dependent upon the impact on Company operations. The System Resource Unit Lead will be responsible for procuring and deploying resources under the direction of the Planning Section Chief. The Unit Lead will also ensure communication channels are established with regional personnel, as soon as practicable.

Staffing

At a minimum, the following positions will represent the staffing requirements:

- System Resource Unit Lead
- Forestry Coordinator
- External Coordinator (Contractors and Mutual Aid Crews)
- Support Personnel Coordinator

Listings of the personnel currently assigned positions and telephone extensions for the System and Regional EOC's are detailed in Section 8.0 of this procedure.

.Assigned S-EOC personnel will operate using 12-hour shifts for seven (7) days per week. The daily work shifts will be identified as Shift 1 (i.e., from 6:00 a.m. to 6:00 p.m.) and Shift 2 (i.e., from 6:00 p.m. to 6:00 a.m.), using local time.

Daily Conference Call

The System Resource Unit will coordinate its operations with the System and Regional Emergency Operations Centers (R-EOCs), participating in storm conference calls (as scheduled) with the respective S-EOC and R-EOCs.

Resource Management

The System Resource Unit will coordinate and deploy additional resources (i.e., both contractor and mutual aid to the Company) in support of restoring the

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Company's normal operations. Resulting additional resources will be transferred using the Crew Transfer and Foreign Crew Transfer Templates shown in the Forms, Reports, and Policies Section.

Requests for additional resources will be made by the Planning Section Chief once an analysis of the entire resource pool is completed. All requests will be approved by the IC and scaled by the System Emergency Response Center according to the impact reported across the all Regions.

5.4 Communications

The System Resource Unit Lead will ensure that the Logistic Section Chief is informed, in a timely manner, of issues and incidents that impact operations. The daily conference call, as well as other mobile and landline calls, e-mails, and facsimiles will be used to communicate related resource activities to the Logistic Section Chief

5.5 Demobilization

Upon notification from the Logistics Section Chief or their designee; the System Resource Unit Lead will demobilize the Resource Unit, ensuring first that status information is documented; that all notification calls are made as needed; and that event critique evaluations are requested from the Coordinators.

- Typical closure notifications include:
- Notification to Regional counterparts
- Notification to Contractor and/or mutual aid home locations
- Notification to Planning Section Chief and Incident Commander
- Staging site personnel (if appropriate)
- Any Regulatory or enforcement agencies requiring a waiver for traveling crews

5.6 Event Critique

An essential part of the process is to identify opportunities for continuous improvement. Following the close of the Resource Unit, the Lead or other authorized representative, will meet with the Logistic Section Chief to evaluate the recent operations, and to identify areas for potential improvements. This critique will document pertinent comments and associated recommendations.

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The Resource Unit Lead will use the following steps as a guide, when performing a critique:

- Request that evaluations be performed (as needed) at the close of the event
- Participate in the Section evaluation process with input from all Resource Unit personnel within seven (7) business days of the event
- Ensure that the results of the evaluations are submitted in a timely manner;
- Ensure that all submitted comments and associated recommendations have been reviewed;
- Implement recommendations perceived as improving the operations in a timely manner; and
- Revise the System Resource Unit section of the Plan, including the implemented recommendations, as needed.

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6.0 Procurement Unit Procedures

6.1 Introduction

Upon being notified by the S-LSC or the R-LC of an emergency the Manager of Purchasing and Supply Chain or designee, will assume the role of System Level Procurement Unit Lead (S-PUL) and will initiate appropriate notifications by contacting the personnel assigned to the Unit. Contact information is provided in Section 8.0 of this procedure. Once personnel are notified, the S-PUL will notify the S-LSC or the R-LC as appropriate to confirm contacts are made and personnel are reporting for emergency duty. Once these notifications are completed the PUL will report to the S-LSC. The PUL will direct the efforts of the Purchasing and Accounts Payable in support of the event in accordance with these procedures and normal departmental emergency procedures

The role of the PUL will be to continuously assess the event for materials and services related needs, vendor management, supply sources, accounts payable issues and inbound logistics. The PUL will obtain and allocate resources as required to meet the demands of the event. The PUL will report all issues of significance to the S-LSC and use the information gained at the S-LSO to direct the efforts of the Purchasing and Accounts Payable. Additionally the PUL will fill in for the S-LSC at the S-LSC's request and perform other duties as necessary to meet the emergency events' needs.

Upon being notified by the PUL of an emergency that requires the activation of the R-LSO, the Regional Material/Facility Coordinator (R-M/FC) and any required assistant will report to the R-LC if directed by the PUL or the R-LC to do so, and will assist in setting up the facility.

While logistical support is generally a reactive process (fulfilling the needs as identified by the Planning or Operations Sections) best performance comes from proactively anticipating the needs based on experience, so as to be better positioned to respond. For example the PUL might:

- Contact critical vendors to put them on notice of an impending action
- Check on status of open orders of storm critical supplies
- Position storm and site kits for deployment
- Contact critical vendors to put them on notice of an impending action
- Check on company provided equipment

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6.2 Vendors

The primary supply of Emergency Materials will be supported within the regional distribution centers at the DOCs or directly to delivery Sites as required by IM and Procurement during a storm event. Agreements have been made with Graybar and other critical vendors to support this emergency material stock in addition to their inventories required to meet our peak, normal demands. Additional Demands of these emergency materials will be supported by the vendors below:

Graybar

The levels of specific materials contracted with Graybar to maintain and supply during an emergency are maintained by the Resource Unit

Fortek

The levels of specific materials contracted with Fortek to maintain and supply during an emergency are maintained by the Resource Unit

Other vendors for materials and services are obtained through Purchasing support organizations.

In the event certain materials are unavailable in the quantities required the MEMS organization may be contacted as another source of supply.

6.3 Material Management & Control

In the event of a predictable emergency, for example: a weather event, terrorist threat versus an attack, or pandemic scare versus unpredictable current exposure, the S-LSC will contact the S-LSO to participate in any event conference calls open to those responsible for responding to emergencies. Whether the event is predicable or not, depending on the nature and extent of the emergency, S-LSC or designee will consult with and advise the IC as to the support requirements and status. If the event is predicable the aforementioned event conference calls can be considered as consultation with the IC, if the S-LSC. If there is no system level IC the S-LSC, or designee, will consult with the appropriate R-OAC.

After classifying and assessing the emergency using the Emergency Classification Guidelines and after consultation with the IC the S-LSC will decide whether to fully or partially activate the S-LSO and/or the R-LSO. If the decision is to activate the R-LSO only and there is no IC the S-LSC may decide to turn the event over to the R-LUL to mobilize.

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Once the decisions are made to activate the S-LSO and/or the R-LSO, the S-LSC will provide direction to the S-LSO to begin the notification process to mobilize personnel and activate the S-LSC, R-LC, and/or staging sites as necessary.

If any Staging site is activated the S-LSC will notify the IC that the staging site has commenced operations. The S-LSC will inform the R-LSO in the affected areas that assigned logistics field coordinators will be deployed. Throughout the event the S-LSC or designee will keep the IC informed of the LSO's status, issues and needs. The S-LSC will work with other team members of the S-EOC to continuously appraise the event's current situation, resolve issues and provide communication and direction to the S-LSO and R-LSO on a regular basis. This duty will fall to the R-LC if no IC or SL-TRT is activated.

The following is a list of information to be collected by the S-LSC:

- Current Status of the emergency
- Prognosis of unfolding events and impacts
- Tactical Goals to be achieved in short run, long run
- Communications to teams
- Any specifics on magnitude of efforts being expended or expected to be expended
- Any specific request or feedback related to the logistics efforts

Upon the direction of the IC the S-LSC will provide direction to the S-LSO and the R-LSO to begin demobilization.. This could be in anticipation of the event coming to a conclusion or a change required during the course of an event. When appropriate demobilization activities are completed the R-LC will notify the S-LSC of the completion of those activities, who will upon conferring with the IC give the order to stand down. If this is a regional event only, this communication will be between the R-LC and the R-OAC.

The Materials Management Storm Anticipation Checklist instructs the Manager of Material Management to contact suppliers with established agreements to ship all Unitil's authorized vendor stock in their possession, in order to increase storm restoration stock levels, and to be available for additional emergency deliveries. Assignment of a Purchasing buyer(s) to the S-EOC and/or other satellite storeroom locations (as needed) will be made to issue/expedite purchase orders, and to increase the Total Authorized Value (TAV) of existing purchase orders, if

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necessary. Materials will continue to be tracked using the Oracle system as they are under normal operating conditions.

6.4 Material Delivery

Upon notification of the anticipation of a major storm, or the occurrence of an unanticipated storm which requires a Materials Management response, the SL-MC will provide Material Delivery Instructions including any regional implementation details of the storm restoration delivery system. To accommodate the volume of deliveries, arrangements will be made with Vendors and other areas of the Company (such as Gas) to have ready access to additional vehicles.

Additional material delivery means are used where substations or lay down areas have been put under local control. Drivers to make deliveries to substations or job sites will be the responsibility of the SL-MC. In addition, this material delivery organization may also be utilized to transfer material between storerooms or to pick up materials from suppliers.

6.5 Inventory Management

Upon facility activation, the PUL will review and identify the key areas/Regions where restoration efforts are centered. According to needs, the R-M/FC will mobilize personnel to where material stocks are expected to be quickly depleted. In some cases the R-M/FC will also expedite the procurement process for materials, equipment and services to support field operations not covered by Inventory Management. These may include the Materials Management Warehouse or mobile storerooms set up in heavily damaged areas. The R-M/FC will ensure the proper and rapid acquisition of non-stock materials, equipment and services by coordinating with both Purchasing and the PUL.

The R-M/FC will maintain regular communications with the PUL to ensure that requests for the purchase of materials, equipment, and services are expedited. The PUL will ensure that existing Blanket Purchase Agreements have sufficient funds available to cover the costs of emergency related materials to expedite purchase and delivery of materials, increase amount agreed, and maintain supplier contacts. The PUL will update the R-M/FC on a regular basis on the status of purchasing operations.

It is possible that during a corporate emergency a R-M/FC would need to report to an incident site. The R-M/FC assigned to field locations during emergencies will facilitate the material, equipment and services acquisition and delivery process by issuing purchase orders, preparing requisitions, and ensuring the proper

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authorizations are obtained for purchase requisitions prepared during the emergency in accordance with purchasing procedures. The R-M/FC will coordinate with the PUL for revisions required to existing contracts before dollars are expended, notifying suppliers before limits are reached, and where possible, obtaining required authorizations. The R-M/FC s will notify the PUL of all purchase requests and proceed with the procurement in accordance with purchasing procedures. In a situation where the R-M/FC is activated and a Purchasing representative cannot be assigned to an incident, then a Regional Logistics Representative may be assigned to the incident site

Inventory Management will insure current vendor and additional vendors anticipated will be available for services utilized in removing transformers from any of the staging sites, the warehouse locations, and any remote locations where transformers may be staged for pick up. The necessary trailers for temporary storage of transformers and planned transportation of these transformers will be delivered to the staging sites within 24 hours.

Inventory Management will coordinate with warehousing for the delivery and removal of scrap bins and other materials bound for the investment recovery center or other recovery location

6.6 Warehouse & Distribution

Upon being notified by the S-LSC of an emergency that requires the activation of the Logistics Support Organization, the SL-MC will coordinate with the R-M/FC all personnel and material needs. .

Normally the Material Management organization has one shift, Monday through Friday, covering 7:00 a.m. to 3:00 p.m. at local satellite storerooms. For emergencies, arrangements will be made to keep storerooms open on a twenty-four hour basis. When a major storm is anticipated, the SL-MC will coordinate the twenty-four hours per day acceptance of incoming emergency material shipments and to stage the emergency restoration kits. Material management personnel will acquire assistance from other parts of the organization to support the development of storm kits and loading materials for foreign crews.

6.7 Storm Restoration Kits

Storm Restoration Kits are under the control of Material Management. For major events the deployment of the kits falls under the PUL. Kits are restocked and sealed after restoration. In the event the restoration kits have been depleted or destroyed, replacements will be created as soon as possible.

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If a major event is declared which requires staging sites to be activated, the PUL will notify the assigned PU personnel via the contact list found in Section 8.0 of this procedure and will follow the guidelines set out in the ERP

The PUL will support the activation of the staging site by providing site set up kits as required. Additionally PU personnel assigned to the staging sites will report to the staging sites as required to assist in the site activation and preparing the site materials area for receiving emergency materials.

The PUL will make available to each staging site a tractor trailer and mounted fork lift, generally from an unaffected region. Depending on the site, an additional forklift and pallet jack may be delivered to the logistics site for general material handling. Transformer Rack trucks will be focused on the logistics sites to supply necessary transformers and any material logistics.

During the event it may become necessary to send material analyst to the distribution centers to facilitate the entering of MSR information and re-supply efforts.

Storm Kit Materials

- IM will provide storm kits for general use by foreign crews. These kits are generally used to position materials near the event as a first means of supply before other logistics resources can be brought to bear. Storm kits reside in each region and is a kit of materials of approximately two pallet sized bins of materials built to support about five (5) crews approximately three (3) days. The kit is comprised of typical emergency materials as listed.
- Once a staging site has been established, IM will provide yard kits to supply materials to foreign crews. Yard kits consists bulk quantities of the same materials as found in storm kits. A yard kit is equivalent to 10 storm kits. Only requested bulk items are provided depending on the type of storm and materials required. Yard kit PeopleSoft item. . The relative volume of material is expected to keep 50 crews working approximately 3 days.

The number of Storm Kits and Yard Kits and their distribution in preparation for deployment is listed on the table on the following page.

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Location	Storm Kits	Yard Kits	Contingency Yard Kits	Equivalent Crew Days
Clifton Park	12	8	4	1980
Total	76	44	4	8340
Maintained and Tracked	Packed, under a SKU at zero value, inventory for tracking	This volume of material in inventory as Emergency Quantity	Packed under a SKU, at zero value, in inventory for tracking	

7.0 Lodging/Meals Unit Procedure

7.1 Introduction

The Lodging/Meals Unit is responsible for ensuring all resources acquired for restoration (internal, external, mutual aid) have proper lodging/meal accommodations during the restoration effort.

7.2 Lodging

For level 4 and 5 and some level 3 events it will be necessary to bring additional resources in to support Regional–EOC restoration activities. Often for level 4 and 5 events these are predictable and resources are pre-staged in anticipation of trouble. The hosting company typically will make accommodations once the resources have arrived however there may be cases where specific accommodations are prescheduled for resources traveling a significant distance.

The meals and lodging responsibility falls under the Logistic Section Chief for system events and the Logistic Chief if a regional event. For system events the two sections (regional and system) will work in unison to ensure the most effective use of resources.

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The role of the System Meals & Lodging Unit Lead is to acquire the appropriate number and type of rooms or lodging accommodations to house all incoming or existing resources. Additionally, meal accommodations that support breakfast, lunch and dinner will be coordinate through this function.

System Level Role

The system level Lodging Unit will acquire the appropriate number of rooms to accommodate anticipated numbers of resources in each region. If such accommodations are not possible locally the Unit Lead will work with other Logistic units to determine if bussing is a feasible to option. In general drives exceeding two hours are not acceptable and local shelters or tent accommodations may have to be established.

The Lodging Unit will acquire blocks of rooms from hotels/motels or others in a specific region based on the number resources the Planning Section Chief request plus the number of local resources requiring lodging. In addition, the Unit Lead will work closely with the Resource Unit Lead to ensure that type of resource and any special accommodations are taken into consideration. As part of this process the Lodging Unit will prioritize hotel accommodations by:

- Proximity to the work
- Amenities provided
 - Serves Breakfast and Dinner
 - Can provide a box lunch for crews in the AM
- Laundry service/etc
- Price

The Unit Lead will document all information related to hotel accommodation and identify;

- Name and location of Hotel
- The number of single and double rooms available
- Hotel capability – food and other amenities
- Duration of room availability
- Payment methodology

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The Meal & Lodging Unit will establish a security methodology (voucher system) at each hotel to ensure rooms are assigned to Unitil personnel and to specific groups. Pass codes, voucher or other established methods will be provided to the Regional Logistics Lodging coordinators.

Once documented, the System Level Lodging and Meals Unit will pass the information to the regional Lodging and Meals Unit for individual personnel assignments.

Regional Level Role

For level 2 and 3 events lodging requirements will be the responsibility of the local R-EOC team. The Lodging unit will use predefined list of preferred vendors in the area. Typically this will be for very limited number of resources for approximately one or two days.

For Level 4 and 5 events and some level 3 the System-EOC will open to coordinate Logistics. The Regional Lodging unit will work closely with System personnel. Once the information is passed from system to regional location it is the Regional Lodging Unit responsibility to assign specific crews and personnel to the available hotels taking into consideration the preferred hotels or accommodations. It is the Lodging unit responsibility to align resources needs with available lodging i.e. separate rooms for women, or supervisors. Any availability mismatches will be escalated to the System level.

This unit will also monitor any complaints regarding quality and performance of Hotels and escalate issues to the System level for resolution if needed.

The Unit Lead will ensure that the voucher system is understood by all crew guides and supervisors and will work with the Hotels to ensure the process is effective.

NOTE: The R-RL/MC and staff will be responsible for assigning hotels/motels to all restoration personnel requiring accommodations and entering those crew assignments into the correct system.

NOTE: The R-RL/MC is also responsible for ensuring all changes to lodging reservations are made accordingly due to re-assignment of crews from one geographic location to another or due to the release of crews from restoration functions.

7.3 Meals

Meals schedules will be established by the Operations Section Chief. To accommodate resource care and feeding the System Logistics section will

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establish a list of vendors that can provide services for all internal and external resource needs. This will include but is limited to:

- Internal field personnel
- Contractor crews
- Facility staff (EOC's)
- Staging site personnel
- Support staff

Pre-established list of caterers, restaurants and hotel accommodations that provide food will be established. The meals unit will align the number of resources with food vendor capability by region. These options will be provide to the regional coordinators who in turn will work with local supervision to ensure they understand their options. Often established schedules for meals are not practical and personnel will need the ability to choose the best time to eat.

Lunch can often be challenging because of the diverse locations of personnel. It is preferable for crews to take a boxed lunch to the job site. This unit will make every effort to make available a box lunch prior to crew departure in the morning. If not practical then Regional Meals Coordinators will work with Operations in identifying vendors that can deliver food or have crew guides/ supervisors picked up food at pre-planned locations.

During full activation of the R- LSO, R-L&MC will contact the Regional Lodging and Meals Coordinators in the Regional Emergency Operating Center, division headquarters, or the DSOs, the Call Board Supervisors, Substation SACs, or other affected groups, to establish a communications contact for emergency food requirements. The Coordinators will provide each contact with his/her name and telephone number, along with the type of information required. Meals will be provided as required and a schedule will be established for communications and food deliveries. Consideration will be given to making food service arrangements for those field personnel in an area without power. The Regional Lodging and Meals Coordinator will coordinate the efforts of any vendors assigned to assist in the provision of Food Service.

7.4 Documentation

All meal and lodging activity will be tracked and cost estimates provided to the Finance Unit Lead for cost consolidation estimating. All information related to

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specific time and cost will be tracked in spreadsheets. The System Unit has overall responsibility to have an auditable process. The System Unit will work with Regional Coordinators when demobilizing the team and will ensure calls are made to each vendor to notify them of the situation.

8.0 Staging Site Procedure

Upon activation of the R-EOC the R-LC, will review and identify the key area where restoration efforts are centered and where assistance can be rendered that requires Staging Site services. While logistical support is generally a reactive process best performance comes from proactively anticipating the needs based on experience, so as to be better positioned to respond. For example the SL-REC might:

- Determine if local staging sites are available and with no surprises
- Determine if there are any local events competing for food and lodging resources

The Staging Site Coordinator (SSC) will communicate with the property owners who have established emergency staging areas on non-Unitil's property, obtain permits for mobile offices and parking areas for field personnel and, for moving oversized/overweight equipment through areas having restrictions. In addition, the R-LC will work through the EH&S Officer and S-LSC to contact the State - Department of Environmental Management for permits required to work in wetlands or other environmentally sensitive areas under their jurisdiction when assistance of Army Corps of Engineers is required. Town, state, city, county, town and village police departments' assistance will be requested in the event of an oversized/overweight load must be transported on local roadways or a road must be cordoned off to permit electric repairs.

The SSC will contact landlords of vacant land and/or usable facilities for short term lease; maintain a log of calls incoming and outgoing, and ensure lease agreements are prepared, signed and notarized.

In the event of a disaster affects an operations center, wherein a facility is rendered all or partially unusable and requiring relocation of personnel, the R-LC will assess the needs of departments requiring relocation. The R-LC will utilize Business Continuation Plans to determine if relocation sites are available. If planned relocation sites are not available, the R-LC will contact landlords of buildings where Unitil's already leases space to see if suitable space is available for departments requiring relocation and contact owners with property offerings to locate property available/adaptable to Unitil's needs. When a suitable location/size property has been located, the R-LC will contact the S-LSC who

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will work with Risk Management for insurance coverage and make arrangements to sign and notarize lease agreements.

Upon deactivation R-LC, will forward check(s) to landlord(s) for utilization of property during emergency restoration, ensure that post utilization lease agreements are signed and notarized, and update phone lists for contacting local/state/federal officials.

Due to the size and complexity of the staging site operation refer to procedure EP-E-P05 (Attachment 7 – Staging Site Mobilization, Management, and Demobilization).

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9.2 Crew Tracking Sheet

Daily Crew Tracking Sheet							Date: _____
Name	Company	Time In	Time Out	(-) Lunch	(-) Dinner	Total Time	Overtime
Foreman Name:		Signature:					

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9.3 Incident Report Form



Incident Report

Date of Report	Date of Incident:
Time of Incident	Incident Location:
Description of Incident:	
1) What occurred or was said? By whom and to whom?	
2) Description of any violent or threatening acts, gestures, or words.	
3) Type and extent of any personal injury or property damage.	
4) Any other relevant information.	
Company personnel involved: <input type="checkbox"/> Yes <input type="checkbox"/> No (If yes, identify by name and type - employee, contractor, bystander, etc.)	
Non-company personnel: <input type="checkbox"/> Yes <input type="checkbox"/> No (If yes identify by name or description)	
Union Officers in the area: <input type="checkbox"/> Yes <input type="checkbox"/> No (If yes identify by name)	
Police activity:	
Witnesses (Identify by name):	
Reported by:	
Submitted by (print):	
Title:	Telephone No.
Department	Work Location:
Signature:	

Use back of form for additional space.

For completed report to the applicable R-EOC and S-EOC at the following Number:

S-EOC (Hampton, NH) 604-173-XXXX	Capital R-EOC (Concord, NH) 603-	Fitchburg R-EOC (Fitchburg, MA) 978-353-
Seacoast R-EOC (Lebanon, NH) 603-		

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9.5 Regulatory Crew Reporting Form

NH PUC DISTRIBUTION CREW REPORT							
EVENT		December Nor'easter Snow Storm			TIME - DATA EXTRACT:		
DATE:		Dec 7 2009			Dec 6 11pm		
Submitted by:		J Expert					
Company:		Unitil (includes all Divisions)					
Quantity of Field Personnel				Prior to Event	During Event	Incremental	
FRONT LINE							
1	Distribution^A 69 KV and Less includes Subtransmission 46kv, 34.5kv, 22kv, 13kv, 7.5 kv, 4kv, 2kv and below	Line	Company Line Crews restoring Distribution Circuits	12	0	-12	
			Affiliate Co Line Crews restoring Distribution Circuits	8	0	-8	
		Service	Contractor Line Crews restoring Distribution Circuits	0	0	0	
			Foreign Utility Line Crews restoring Distribution Circuits	3	0	-3	
			Company Line Crews restoring Service	0	0	0	
			Contractors restoring Service <i>includes Electricians</i>	2	0	-2	
			Pole ^B	Pole Setting/Digging Operations <i>includes Co, Foreign Utility, Contractor</i>	4	0	-4
				Tree	Contractor Tree Clearing - Working on Distribution Circuits	3	0
		Foreign Utility Tree Clearing - Working on Distribution Circuits	2		0	-2	
		\$ UBTOTAL				34	0
FIELD ASSESSMENT							
2	Distribution see above	Line ^C	Company Damage Assessment Personnel	12		-12	
				6		-6	
\$ UBTOTAL				18	0	-18	
PUBLIC SAFETY							
3	Wires Down Appraiser Field Guides Other Support	Line	Company Personnel				
			Bird Dogs, Location Guides	3	14	11	
			<i>includes contractors</i>	5	0	-5	
				2	2	0	
\$ UBTOTAL				10	16	6	
<p>A includes crews physically present, signed into work, includes off road and on road B does not include line crews who are doing both, includes those who are exclusively doing pole setting, includes contractor, in-house crews, mutual aid crews, does not include Telecom Crews C does not include line crews who are also doing assessment</p>							
GRAND TOTAL				62	16	-46	

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10.0 Logistics Unit Contact Information

10.1 Logistics Response Unit Lead Contacts (System)

Name	Role	Work	Home	Cell
Justin Eisfeller	Logistic Section Chief			
Fred Stewart	(Secondary)			
Todd Diggins	Resource Unit Lead			
Joe Conneely	(Secondary)			
Jacquie Agel	Staging Site Unit Lead			
Larry Brock	(Secondary)			
John Closson	Procurement Unit Lead			
Jane Leimer	(Secondary)			
Cindy Huyghue	Lodging/Meals Unit Lead			
Maureen Pepper	(Secondary)			
Sharon Fletcher	Buyer			
Deb Chaput	(Secondary)			
Daniel Goodwin	Logistics Analyst			
Linda McNamara	(Secondary)			
Deb Mahoney	(Tertiary)			

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10.2 Resource Unit Contacts (System)

Name	Role	Work	Home	Cell
Todd Diggins	Resource Unit Lead			
Joe Conneely	(Secondary)			
Richard Coco	Forestry Resource Coordinator			
Fran Wells	(Secondary)			
Kristen Cote	External Resource Coordinator			
Michael Lundgren	(Secondary)			
Joanne Robbins	Support Personnel Coordinator			
William Charette	(Secondary)			
Marc Dodier	(Tertiary)			

10.3 Staging Site Unit Contacts (System)

Name	Role	Work	Home	Cell
Jacque Agel	Staging Site Unit Lead			
Larry Brock	(Secondary)			
Rich ManInnis	Staging Site Coordinator			
Peter Baumann	(Secondary)			
Bill Hobart	(Tertiary)			
Ed Conners	(Alt)			
Rose Vaccaro	Staging Site Assistant			
Ester Olson-Murphy	(Secondary)			
Jane Martin	(Tertiary)			
Michael Swierz	Security/ Traffic and Parking			
Helen Ayotte	(Secondary)			

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10.4 Procurement Unit Contacts (System)

Name	Role	Work	Home	Cell
John Closson	Procurement Unit Lead			
Jane Leimer	(Secondary)			
M.J. Hilton	Materials Coordinator			
Terri McGehee	(Secondary)			
Sharon Gil	Supply & Vehicle Coordinator			
Robyn Paquette	(Secondary)			

10.5 Lodging/Meals Unit Contacts (System)

Name	Role	Work	Home	Cell
Cindy Huyghue	Lodging/Meals Unit Lead			
Maureen Pepper	(Secondary)			
Vicky Ryea	Lodging/Meals Analyst			
Barbara Scannell	(Secondary)			

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10.6 Logistics Response Organization Contacts (Regional)

Name	Role	Work	Home	Cell
Rob Furino	Logistics Chief (Seacoast)			
Roger Barham	(Secondary)			
Jane Cavanaugh	Logistics Chief (Capital)			
Ellen Belanger	(Tertiary)			
Dan Golden	Logistics Chief (Fitchburg)			
Sherrill Modzeleski	(Secondary)			
Jason Kearns	Material/Facility Coordinator (Seacoast)			
Christine Tobey	(Secondary)			
Scott McDougall	(Tertiary)			
Tom Clark	Material/Facility Coordinator (Capital)			
Greg Lightfoot	(Secondary)			
Tom Farley	(Tertiary)			
Wilma Foster	Material/Facility Coordinator (Fitchburg)			
Marilyn Gauvin	(Secondary)			
Dave Cutting	(Tertiary)			
Kim Gilman	Resources Lodging/Meals (Seacoast)			
Brenda Babylon	(Secondary)			
Cynthia Ratcliffe	(Tertiary)			
Jon Shannon	Resources Lodging/Meals (Capital)			
Wilfred Nedeau	(Secondary)			
Megan Wallace	(Tertiary)			
Lisa Fox-Thompson	Resources Lodging/Meals (Fitchburg)			
Kelli Moore	(Secondary)			

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10.7 System EOC Contacts

System Emergency Operations Center Contacts		
Department/Unit	Number	Ext.
Incident Commander (Richard Francazio)		
Planning Section Chief (Ray Letourneau)		
Transmission/Substation Unit Lead (Chris Dube)		
Logistics Section Chief (Justin Eisfeller)		
Lodging & Meals Unit Lead (Cindy Huyghue)		
Trouble Analysis Unit Lead (Carol Knowles)		
Corporate Communications		
Logistics-Materials (John Closson)		
Resource Unit (Todd Diggins)		
Wire Down/Damage Assessment (John Bonazoli)		
System-EOC Fax		

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10.8 Lodging Resources List (Vendors)

Fitchburg EOC				
Hotel Name	Street Address	Town	State	Number
Marriot Courtyard Fitchburg	150 Royal Plaza Dr.	Fitchburg	MA	(978) 342-7100
Super 8 Motel	8 Old Leominster Rd	Fitchburg	MA	(978) 678-6350
Colonial Hotel	625 Betty Spring Rd	Gardner	MA	(978) 630-2500
Super 8 Motel	482 North Main St	Leominster	MA	(978) 537-2800
Four Points by Sheraton	99 Erdman Way	Leominster	MA	(978) 534-0891
SpringHill Suites Devens Common Center	27 Andrews Parkway	Devens	MA	(978) 772-3030
Portsmouth EOC				
Comfort Inn Portsmouth	1190 Lafayette Rd	Portsmouth	NH	(603) 433-3338
Fairfield Inn by Marriott	650 Borthwick Ave	Portsmouth	NH	(603) 436-6363
Holiday Inn Portsmouth	300 Woodbury Ave	Portsmouth	NH	(877) 863-4780
Best Western Wynwood	1 New Hampshire Drive	Portsmouth	NH	(603) 436-7600
Residence Inn Portsmouth	1 International Dr	Portsmouth	NH	(603) 436-8880
Sheraton Portsmouth Harborside Hotel	250 Market St	Portsmouth	NH	(603) 431-2300
Concord EOC				
The Centennial	96 Pleasant Street	Concord	NH	(800) 360-4839
Best Western Concord Inn	97 Hall St	Concord	NH	(877) 574-2464
Comfort Inn	71 Hall Street	Concord	NH	(866) 969-8065
Holiday Inn	172 North Main Street	Concord	NH	(877) 654-0232
Holiday Inn	2280 Brown Ave	Manchester	NH	(877) 654-0232
Holiday Inn Express	75 Tilton Road	Tilton	NH	(877) 654-0232
Holiday Inn Express	1298 South Porter St	Manchester	NH	(877) 654-0232
Courtyard Concord	70 Constitution Ave	Concord	NH	(603) 225-0303
Days Inn	406 South Main Street	Concord	NH	(603) 224-2511
Fairfield Inn Concord	4 Gulf St	Concord	NH	(603) 244-4011
Fairfield Inn & Suites Hooksett	8 Bell Ave	Hooksett	NH	(603) 606-5485
Four Points by Sheraton Manchester Airport	55 John East Drive	Manchester	NH	(603) 668-6110

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The Centennial	96 Pleasant Street	Concord	NH	(800) 360-4839
Hampton & Kensington EOC				
Best Western Seabrook	Rt. 107 Stard Rd.	Seabrook	NH	(603) 747-3078
Ashworth Hotel	295 Ocean Blvd.	Hampton	NH	(603) 929-6762
Best Western Hampton	815 Lafayette Rd.	Hampton	NH	(603) 926-6771
Fairfield Inn & Suites Portsmouth	138 Portsmouth Ave	Exeter	NH	(603) 772-7411
Fairfield Inn Amesbury	35 Clarks Road	Amesbury	MA	(978) 388-3400
Fairfield Inn Portsmouth	650 Borthwick Ave Ext	Portsmouth	NH	(603) 436-6363
Residence Inn Portsmouth	1 International Drive	Portsmouth	NH	(603) 436-8880
Courtyard Portsmouth	1000 Market Street	Portsmouth	NH	(603) 436-2121
Wentworth By the Sea	588 Wentworth Road	New Castle	NH	(603) 422-7322
Exeter Inn	90 Front St	Exeter	NH	(603) 772-5901

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10.9 Meals Resources List (Vendors)

The meals vendor list for each Unitil region is maintained by the Lodging/Meals unit in each region and is located in each DOC.

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Attachment 7

Staging Site Mobilization, Management, and Demobilization

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FOREWORD

The purpose of this document is to detail the process in which to support personnel at established staging sites during an event requiring external resources and/or mutual aid.

Any questions or inquiries regarding information provided in this document should be referred to the Director, Emergency Management & Compliance

Richard L. Francazio
 Director, Emergency Management & Compliance

RECORD OF CHANGES

DATE OF REVIEW: 08/14/09

REVISION	DATE	DESCRIPTION
0	08/14/09	Initial Issue

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1.0 Introduction

This procedure will detail the processes used by Unitil (the Company) to support personnel during an event in a manner that is consistent with the goals and procedures of the Company's Emergency Response Plan (ERP). Staging site operations must also enhance the ability of response personnel to efficiently complete the task at hand.

1.1 Purpose

Accordingly, logistics planning must establish parameters for functions necessary to support the restoration effort. Because external resources make up a large part of the restoration workforce, staging sites must be utilized to marshal these personnel and equipment. These sites allow for positioning crews and materials close to the affected areas and enable effective coordination of support services.

Lodging, meals, laundry service, and transportation requirements must also be established. These requirements must be documented by function and developed to optimal support levels with acceptable alternatives addressed.

The ability to support the work force in an emergency response situation is vitally important. Well-planned and -executed logistics will improve restoration operations significantly and reduce the overall cost of the restoration by eliminating unnecessary delays in supporting response personnel.

1.2 Applicability and Scope

This procedure applies to both the Company's Tactical and Operational Levels or region and system, respectively. This procedure does not supersede the Company's ERP but complements the roles, responsibilities, and activities detailed within that document.

Resources and activities which are mobilized, manage, and demobilized at a staging site of the type defined in Section 4.2 will reference this procedure. However, the procedure will be used as a guideline with the intent to support a staging site's effectiveness and efficiency. Therefore, the guideline should not be viewed as a limit or constriction on ensuring such success.

1.3 Updating the Procedure

The Director, Emergency Management and Compliance is responsible for maintaining this procedure. Annually or after a storm or storm drill critique, if warranted, material in the procedure will be updated or revised, in an attempt to stay current with changes in the Company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or

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additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the *Record of Changes* section on the cover.

Comments are welcomed and should be documented (using the *Request for Procedure/Change Form* in Appendix A) and addressed to the Director, Emergency Planning. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

1.4 Availability

Emergency Mgt. and supported services staff have access to this document via the Hampton Shared Drive and are encouraged to print hard copies of the same - \\file-uni\Common\Departments Shared\Operations\Emergency Planning .

NOTE: Only up-to-date versions of the documents are posted on the Hampton Shared Drive. All other revisions (both electronic and hardcopy) should not be referenced and discarded.

1.5 References

Documents used in the creation of this procedure are no longer traceable.

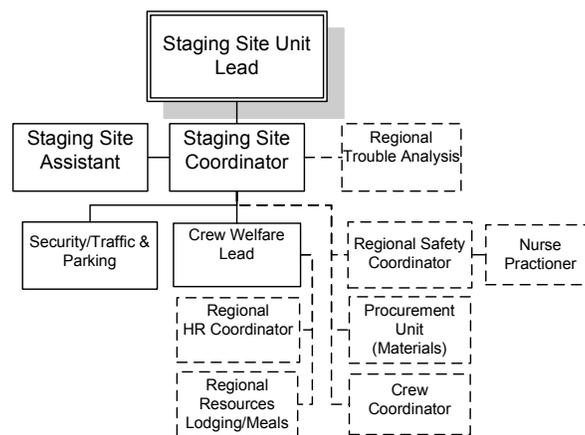
2.0 Acronyms

IC	Incident Commander
ICS	Incident Command System
PAX	Personnel
R-OAC	Regional – Operations Area Chief
R-EOC	Regional – Emergency Operations Center
R-LC	Regional Logistics Chief
SAL	Storm Assignment Listing
S-EOC	System – Emergency Operations Center
S-LSC	System- Logistics Section Chief
SSUL	Staging Site Unit Lead
SSA	Staging Site Assistant
SSC	Staging Site Coordinator

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3.0 Organization and Site Types

3.1 Staging Site Organization



NOTE: The Staging Site Unit Lead (SSUL) is located in the Hampton EOC, while those reporting to the SSUL report to and work from the established staging site area.

3.2 Site Types

3.2.1. Assembly Site

An Assembly Site is a defined location used to marshal personnel and equipment prior to the distribution of work. This location may be used to provide safety and restoration-related information briefings to the assembled resources, as well as represent the commencement of “on-property” work activities. This site is usually staffed by Operations, Safety, and Security personnel on a temporary frequency (i.e., as personnel and equipment arrive).

Table 3.2.1 references the typical Assembly Site setup requirements based upon a 100 crew (or 250 personnel) simultaneous processing flow. Detailed quantities should be increased or decreased proportionally based upon the actual or anticipated throughput numbers.

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Table 3.2.1 Assembly Site for 250 Personnel (100 Crews)		
Resource	Quantity	Comment
Hand wash Station	2	
Light Tower	2	Optional based upon existing operational site lighting
Portable Restroom	6	
RV	1	Optional based duration of site's operation
Security	2 ppl	Optional based upon entrance/exit flows to site
Traffic Billboard	2	Optional based upon entrance flow to site
Traffic Cone	100	Or one pallet, whichever is greater
Trash Bin (8 yds)	1	May be substituted by four lined trash cans
Two-way Radio	4	Number varies based upon total assigned personnel

3.2.2. Material Laydown Site

A Material Laydown site is a defined location used to distribute material to resources working in a detailed geographic area. Material may include: electric equipment, fuel, and/or meals. This site is typically not used for overnight vehicle parking and is minimally staffed with security personnel.

Table 3.2.2 references the typical Material Laydown Site setup requirements based upon a 100 crew (or 250 personnel) simultaneous processing flow. Detailed quantities should be increased or decreased proportionally based upon the actual or anticipated throughput numbers.

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Table 3.2.2 Material Laydown Site for 250 Personnel (100 Crews)		
Resource	Quantity	Comment
Fan	2	Seasonal – Spring, Summer, Fall for tent
Fuel Truck (Cargo)	1	Optional based upon site used as a refueling location
Generator	1	Optional based upon site electric supply and lighting (tent)
Handwash Station	1	
Heater	1	Seasonal – Fall, Winter, Spring for tent
Light Tower	4	Optional based upon existing operational site lighting
Portable Restroom	4	
RV	2	Minimum of one needed for site and material leads
Security	2 ppl	Optional based upon entrance/exit flows to site
Tent (20' x 40')	1	Material Resupply
Traffic Billboard	2	Optional based upon entrance flow to site
Traffic Cone	100	Or one pallet, whichever is greater
Trash Bin (8 yds)	4	One – RVs, one – caterer, one – parking area, and one for cardboard
Two-way Radio	4	Number varies based upon total assigned personnel

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3.2.3. Staging Site

A Staging Site is a defined location used to assemble and resupply the marshal personnel and equipment, as well as support the lodging, feeding, and laundering of the resources. The site usually has a defined geographic area that is served by its resources. Site staffing includes a core group of Storm Assignment Listing (SAL) personnel that mobilize, manage, and demobilize the staging site. This organization is further defined in Section 4.0.

Table 3.2.3 references the typical Staging Site setup and support requirements based upon a 100 crew (or 250 personnel) simultaneous processing flow. Detailed quantities should be increased or decreased proportionally based upon the actual or anticipated throughput numbers.

Table 3.2.3 Staging Site for 250 Personnel (100 Crews)		
Resource	Quantity	Comment
Fan	2	Seasonal – spring, summer, and fall for materials tent
Fuel (Drop Tank)	2	Optional based upon site used as a refueling location
Generator	2	Optional based upon site electric supply and lighting (tent)
Handwash Station	4	
HVAC Unit	4	Seasonal – fall, winter, and spring; two for mess tent, one for kitchen, and one for operations tent (optional)
Light Tower	8	Optional based upon existing operational site lighting
Portable Restroom	12	
RV	4	One – site lead, one – materials, one – operations and lodging, and one – nurse practitioner
Security	5 ppl	Optional based upon entrance/exit flows to site
Tent (40' x 40')	2	One for materials and one for operations
Tent (8' x 8')	2	Optional for security personnel at gates
Traffic Billboard	2	Optional based upon entrance flow to site

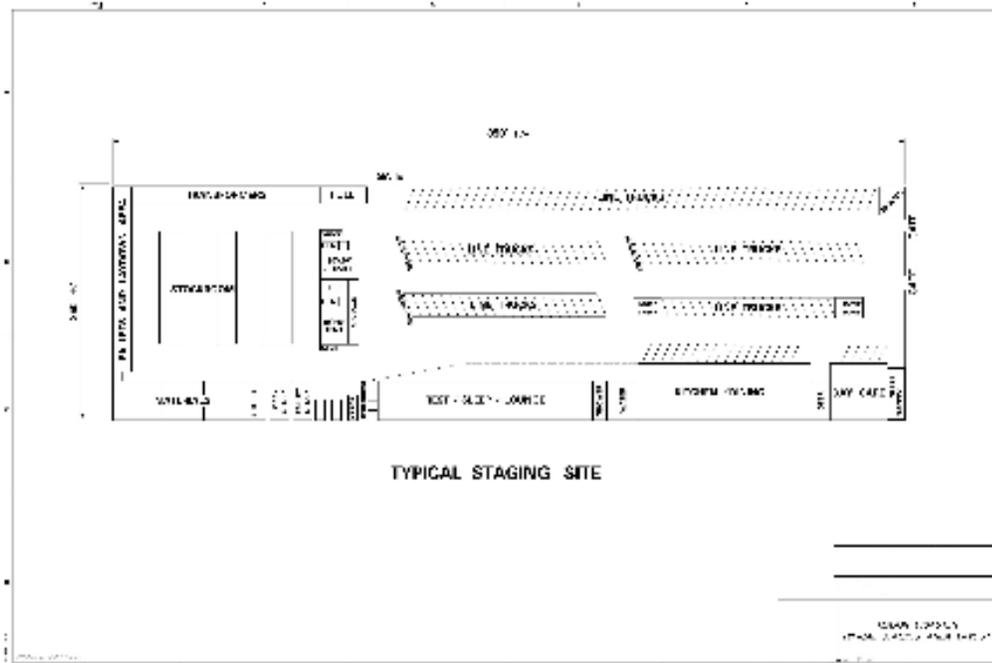
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Table 3.2.3 Staging Site for 250 Personnel (100 Crews)		
Resource	Quantity	Comment
Traffic Cone	400	Or four pallets, whichever is greater
Trash Bin (8 yds)	2	One for trash and second for cardboard
Two-way Radio	8	Number varies based upon total assigned personnel
Fan	2	Seasonal – spring, summer, and fall for materials tent
Fuel (Drop Tank)	2	Optional based upon site used as a refueling location
Generator	2	Optional based upon site electric supply and lighting (tent)
Transportation		
Golf Cart	3	Two for two people and one for cargo
Fork Lift	1	
Fuel Supplier	1 vendor	Overnight refueling of 130 vehicles (diesel and gasoline)
Shuttle Bus	Varies	Coordinate with System Resource Unit for bus/location ratio number
Laundry (if established)		
Laundry (mobile)	Varies	Optional
Laundry Service	1 vendor	For 80% of site's total population
Catering (if established)		
Caterer (on-site)	1 vendor	For 125% of site's total population
Ice	Varies	Seasonal amount – winter and spring for 1 bag/crew/day and 10% over or 110 bags and summer and fall at 3 bags/cre/day and 25% over or 360 bags
Ice Storage	1 trailer	Refrigerated trailer or truck
Snacks	Varies	4 pieces (candy, beef jerky, and fruit)/person/day or 1,000 pieces/day – 25% candy, 25% beef jerky, and 50% fruit

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Table 3.2.3 Staging Site for 250 Personnel (100 Crews)		
Resource	Quantity	Comment
Sport Drinks	Varies	Seasonal for summer; 1 case/2 crews/day and 25% over or 65 cases
Tables/chairs	1 unit	For 75% of site's total population
Tent (mess)	1	For 75% of site's total population
Water (0.5 Liter)	Varies	Seasonal amount – winter and spring for 0.5 case/crew/day and 10% over or 70 cases/day and summer and fall at 1 case/crew/day and 15% over or 115 cases/day

3.2.4. Sample Staging Site Layout



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4.0 Roles & Responsibilities

4.1 Staging Site Unit Lead

The Staging Site Unit Lead is responsible for overseeing the mobilization, management, and demobilization of staging sites. Unitil has previously identified locations throughout its service territory that can be used as staging Sites and designate a Staging Site Unit Lead (SSUL) to coordinate these efforts. The SSUL reports directly to the Logistics Section Chief.

Specific responsibilities include, but are not limited to:

- Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization
- Contacts pre-determined land owners for agreement to the use of property
- Reports the status/progress of the Staging Site to the Logistics Section Chief
- Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

S-EOC, Hampton, NH

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Staging Site Unit Lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

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As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.2 Staging Site Coordinator

The Staging Site Coordinator (SSC) is responsible for assisting the SSUL in the mobilization, management, and demobilization of staging sites. The SSC will work out of the staging site and report directly to the SSUL

Specific responsibilities include, but are not limited to:

- Reports progress/status of all staging site information to the Staging Site Unit Lead
- Responsible for overall safety of site
- Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization
- Makes personnel assignments to support coordination of logistics functions
- Coordinates closely with Operations Unit Lead
- Serves as primary contact for property owner of staging site
- Ensures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

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Work period:

12 hours on, 12 hours off with “as required” overlap with relief Staging Site Coordinator

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.3 Staging Site Assistant

The Staging Site Assistant (SSA) is responsible for assisting the SSC in the mobilization, management, and demobilization of staging sites. The SSA will work out of the staging site and report directly to the SSUL

Specific responsibilities include, but are not limited to:

- Reports progress/status of all staging site information to the Staging Site Unit Lead
- Responsible for overall safety of site
- Responsible for overall operation of logistics functions at a specific staging site including mobilization and demobilization
- Contacts pre-determined land owners for agreement to the use of property
- Makes personnel assignments to support coordination of logistics functions
- Coordinates closely with Operations Unit Lead
- Assures timely procurement and distribution of all supplies and equipment necessary to support restoration activities

Pre-emergency responsibilities:

Verify/update all Staging Site location/Property owner lists.

Responsibilities during an emergency:

Oversee the proper operations of the staging site.

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Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Staging Site Assistant

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.4 Security/Traffic & Parking

The Security/Traffic & Parking Lead will work out of the staging area and ensure that security traffic and parking functions are maintained. The Security/Traffic & Parking lead will report directly to the Staging Site Coordinator and work closely with the SSA.

Specific responsibilities include, but are not limited to:

- Assigns personnel to specific tasks in support of parking and traffic control functions
- Assures appropriate materials, supplies, and equipment are available and deployed
- Must be present at all times during mobilization and demobilization
- Responsible for entrance/exit traffic flow within site sing cones, barriers, etc.
- Responsible for vehicle alignment for efficient overnight refueling
- Coordinates with local law enforcement for morning exit of vehicles

Pre-emergency responsibilities:

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Assure all staging materials are prepared as required

Responsibilities during an emergency:

Constantly monitor security, traffic and parking issues at the staging site area.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Security/Traffic & Parking.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.5 Crew Welfare

The Crew Welfare Lead is responsible for various services in the staging site area. The Crew Welfare lead will work out the staging area and report to the Staging Site Coordinator.

Specific responsibilities include, but are not limited to:

- Coordinate laundry service and laundry personnel
- Coordinate transportation to and from the staging site for personnel
- Maintain accurate bussing records and schedules
- Ensuring the site has the appropriate amount of meals, food service available
- Responsible for ice and water setup at the site and housekeeping of these areas

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- Must be present for initial setup and demobilization

Pre-emergency responsibilities:

Assure all staging materials are prepared as required

Responsibilities during an emergency:

Constantly assess site needs related to crew welfare.

Equipment required:

Refer to the S-EOC staging site procedure for equipment requirements, and check off list.

Job location:

TBD-established Staging Site

Work period:

12 hours on, 12 hours off with “as required” overlap with relief Crew Welfare lead.

Additional responsibilities during major disasters:

Additional equipment requirements:

As required (through facilities and outside resources)

Additional staff requirements:

As required (through SAL program)

4.6 Regional Positions Assigned to Staging Areas

When a staging site is activate for a region, many other position may report to and work out of the staging site area including; Regional Safety Coordinators, Regional HR Coordinator, Regional Crew Coordinators, Regional Resources Lodging/Meals Coordinator, and a contracted nurse practitioner, if necessary. These positions will provide services to the staging site and personnel assign to the area and coordinate efforts through the Staging Site Coordinator.

4.6.1. Regional Operations Staging Site Coordinator

The Regional Operations Staging Site Coordinator (OSSC) is a member of the Storm Response Unit (SRU) and when activated by the Regional Operations Chief will oversee operations at the staging site. This may include issuing work packets, coordinating crews, and assisting the staging site coordinator.

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4.6.2. Regional Safety Coordinator

The Regional Safety Coordinator is deployed by the EH&S Officer, for system-wide or multi-region events, or by the Regional Operations Area Chief (R-OAC) in regional events. The Safety Coordinator is responsible for overseeing field health and safety throughout the incident for the assigned region, including staging sites if applicable and ensuring all resources receive a safety briefing upon arrival.

4.6.3. Nurse Practitioner

A contracted Nurse Practitioner may be located at the staging site and will work directly with the Regional Safety Coordinator to provide health services at the staging site location.

4.6.4. Regional HR Coordinator

A Regional HR Coordinator may be located at the staging site to oversee human resources needs of internal and external employees. Although the HR Coordinator reports directly to the Regional Administration Chief, the coordinator may work closely with the Crew Welfare Lead to issue employee support services such as family assistance, home repairs, stress management, and spiritual support.

4.6.5. Regional Resources/Lodging & Meals Coordinator

The Regional Lodging & Meals Coordinator is responsible for all non-transportation related logistical requirements, such as hotel accommodations and food services. Busing of crews, materials and equipment, resource acquisition, and security at the staging site will be arranged between the Staging Site Coordinator and the Logistics Support Organization.

4.6.6. Crew Coordinator

In a restoration event when the resource requirement exceeds 25 crews regardless of their type (tree and/or line crews) the Crew Coordinator position will be established by and report to the Regional Operations Chief (R-OC). The Crew Coordinator supports the R-OC in the deployment and management of resources out of the DOC or R-EOC, and if applicable, an established staging site.

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5.0 Logistics

5.1 Lodging & Meals

The Lodging & Meals Unit, either System or Regional, provides logistical support for the staging site such as establishing food services and lodging for all personnel assigned to the established staging area.

5.2 Resources

The Resource Unit, typically at the system level will be responsible for assigning resources to the staging site and any additional resource needs such as security for the staging site should be requested through the Resource Unit.

5.3 Procurement

The Procurement Unit at the system level will offer logistical support to the staging site such as busing of crews to the staging area, acquiring materials and equipment supplies, and delivery of materials and equipment.

6.0 Mobilization

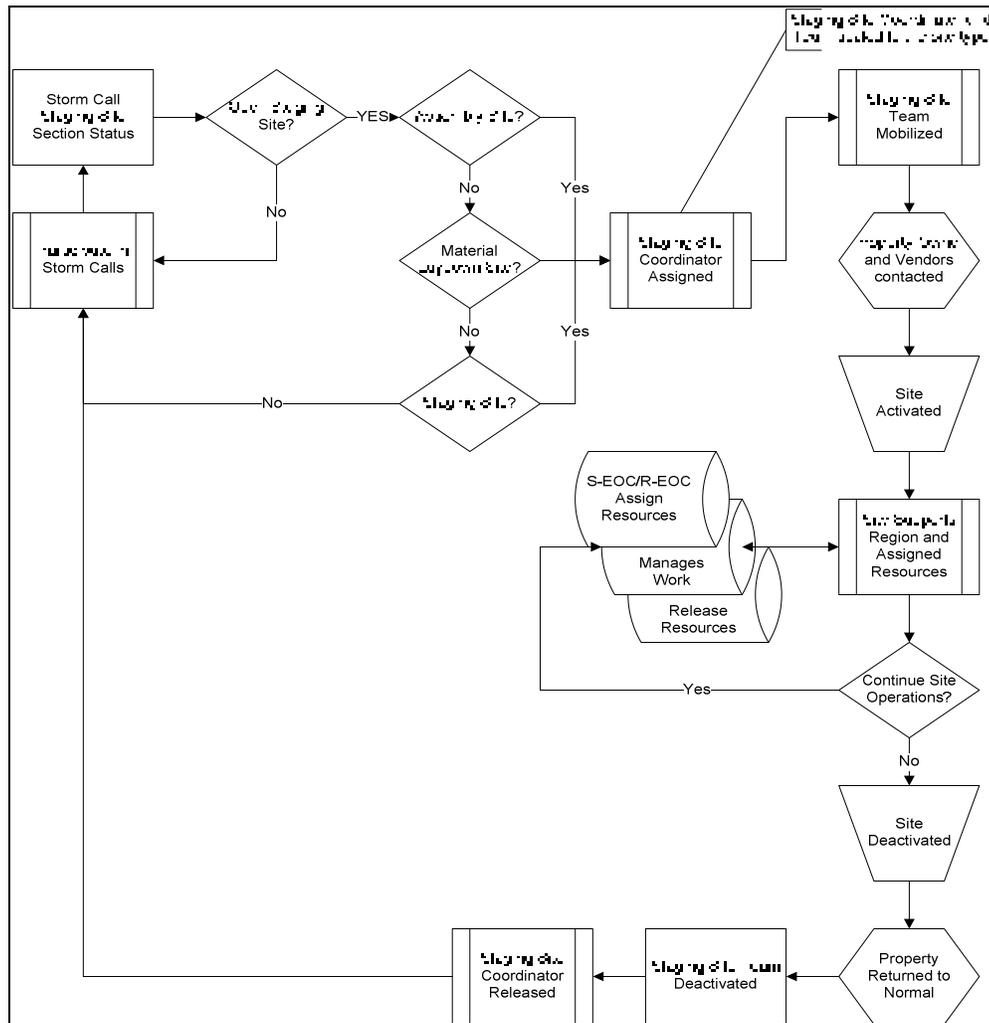
6.1 Notification

In an electric emergency, the S-LSC will work with the R-OAC to identify areas with significant damage which will require the set-up and activation of a staging area(s) and submit a request to the Incident Commander (IC). Once the IC has approved the establishment of an emergency that requires the activation of one or more Staging Sites, the S-LSC will notify the Staging Site Unit Lead, conferring with the R-LC, to confirm the location and scope of Staging Sites required to meet the emergencies' needs. The SSUL will initiate notifications to personnel assigned to the staging areas. Contact information is provided in Section 9.0 Resources and Contact Information. Once Staging Site personnel are notified, the Staging Site Unit Lead will notify the S-LSC or the R-LC as appropriate to confirm contacts are made and personnel are reporting for emergency duty.

For other types of emergencies, the SSUL will interface with the affected office to ensure appropriate staging area location(s) are established. Once a location is established and a decision made to activate staging areas, the Staging Site Coordinator will arrange to set up parking coordination, repairs and fueling at staging areas. The S-F/FUL will maintain regular communications with the Staging Area Coordinator to arrange for any transportation related logistics requirements in the staging area.

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6.2 Staging Site Process Flow



6.3 Communications

The primary means of communications in the Staging Site is through the use of cellular telephones and two-way radios. The facility has separate lines installed for the staff to use. The phones have the ability to access both the internal company system and the external phone network. Telephone groups have been established to ensure that all phone calls are appropriately forwarded.

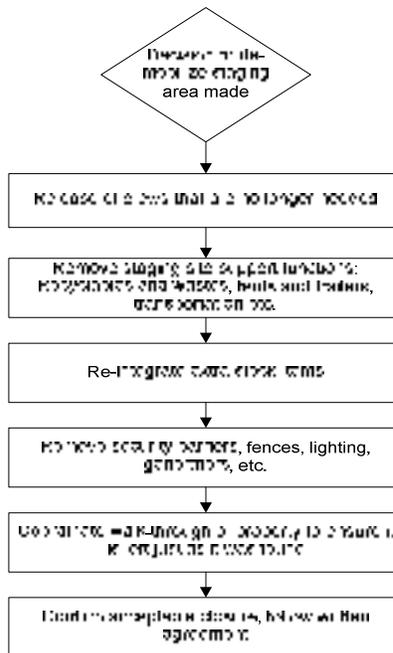
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6.3.1. Media Presence

Due to the risk of increased media exposure at established staging sites, it is important to ensure productivity at the staging site to maintain the Company’s public image. Also, to ensure the reliability and consistency of restoration information, all media communications must be directed through the communications unit at the system level as described in the Communications protocols sections defined in the ERP.01.

6.4 De-Mobilization

Once the decision has been made, by the S-LSC, that a staging site is no longer necessary for restoration efforts the de-mobilization process will start immediately after resulting in the property being properly returned in the same condition it was acquired. The following is an overview of the de-mobilization process flow.



NOTE: It is the responsibility of the Staging Site Coordinator to meet with property owners of pre-established staging site locations before the setup of a staging site and after demobilization of the staging site area to brief the property owner on staging site activities. It may be beneficial to take pictures of the area before the staging site is set up to ensure the area is returned as it was received.

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7.0 Checklists

7.1 Staging Site Layout Checklist

(Performed by the Staging Site Unit Lead or Staging Site Coordinator)

Staging Site Layout Checklist	
Traffic	
<input type="checkbox"/>	The site has been scoped out
<input type="checkbox"/>	The perimeter has been scoped out
<input type="checkbox"/>	The best location for exit(s) has been determined
<input type="checkbox"/>	The location for the directional traffic billboard(s) has been set up
<input type="checkbox"/>	The billboard(s) can easily be seen
<input type="checkbox"/>	The billboard directs trucks to the entrance of the staging area
<input type="checkbox"/>	The optimal traffic flow within the site has been determined NOTE: Some roads may need to be made "One Way" during busy times
Security	
<input type="checkbox"/>	Natural barriers have been noted
<input type="checkbox"/>	The location for temporary fencing for security has been determined
<input type="checkbox"/>	The location for security guards has been determined
<input type="checkbox"/>	This site is located in a tough neighborhood
<input type="checkbox"/>	If so, other precautions necessary? (e.g. more lighting available)
Utilities	
<i>Water</i>	
Is there a hydrant available (60 psi)?	
<input type="checkbox"/>	Yes. Caterers can use for food prep
<input type="checkbox"/>	No. Request made for water tank
<i>T1 Line, cable, or fiber optic:</i>	
<input type="checkbox"/>	Placed as close to trailers as possible

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<input type="checkbox"/>	Line not available (Prior arrangement needed- aircards or satellite)	
<i>Drainage</i>		
Note proximity to caterer, fuel, and any environmental concerns for the following instances:		
<input type="checkbox"/>	Site has waster water drainage	
<input type="checkbox"/>	Site has sewers	
Office Trailers		
<input type="checkbox"/>	Has been located near T1 line, cables, or fiber optic to set up communications	
<input type="checkbox"/>	Parking is available to 30 POV's	
<input type="checkbox"/>	There is enough space set aside and/or behind trailers for generator	
<input type="checkbox"/>	Able to fuel with truck approximately 12'	
<input type="checkbox"/>	The trailers are staked and grounded	
RVs		
<input type="checkbox"/>	Materials	
<input type="checkbox"/>	Nurse Practitioner	
<input type="checkbox"/>	Operations and Lodging Leads	
<input type="checkbox"/>	Staging Site Unit Lead	
Tents		
	Description	Size
<input type="checkbox"/>	Dining tent with lighting	40' X 60'
<input type="checkbox"/>	Caterer with flooring and lights	40' X 40'
<input type="checkbox"/>	Stores	40' X 40' or 20' X 40'
<input type="checkbox"/>	Security (varies with number of exits)	8' X 8
<input type="checkbox"/>	Operations	40' X 40'
Generators		
Total:		
<input type="checkbox"/>	Identify fuel type and notify fuel vendor for refill	

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<input type="checkbox"/>	Noted spacing	
<input type="checkbox"/>	Each area can be reached for refueling	
	Placed Near:	
<input type="checkbox"/>	Officer trailers (if present)	
<input type="checkbox"/>	Caterer	
<input type="checkbox"/>	Dining and Operations tent lighting	
Light Towers (minimum of 6 or 8 dependant on area)		
<input type="checkbox"/>	Existing lighting is available	
<input type="checkbox"/>	Locations is within neighborhood; lighting has been directed away from homes	
<input type="checkbox"/>	Note locations	
<input type="checkbox"/>	Identify fuel type and notify fuel vendor for refill	
<input type="checkbox"/>	Each tower can be reached for refueling	
Materials Area		
	Area	Location Considerations
<input type="checkbox"/>	Service Materials	Flow of traffic not disrupted
<input type="checkbox"/>	Laydown for poles	Able to load
<input type="checkbox"/>	Laydown for pallet/large equipment	Able to load
<input type="checkbox"/>	Tent	To house bins for smaller materials/equipment
Environmental		
<input type="checkbox"/>	Containment for oil-filled equipment has been located near materials area	
Fueling (primarily used by pick-up and/or small vehicles)		
<input type="checkbox"/>	Area is away from the flow of traffic	
<input type="checkbox"/>	Containment	
<input type="checkbox"/>	Space has been allocated	
<input type="checkbox"/>	Barrier/protection is needed for stored fuels	

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Parking		
	Area for:	Location Considerations:
<input type="checkbox"/>	Vehicles	Enough space to turn around
<input type="checkbox"/>	Fueling lanes	Truck can fuel 2 lanes each way
<input type="checkbox"/>	Special equipment (skidders, pole setting)	May not be moved every day
<input type="checkbox"/>	Bus	Enough space to turn around
<input type="checkbox"/>	Spacing (traffic cones)	Size of vehicle to be parked
Trash Bins		
	Placement	Size
<input type="checkbox"/>	Near caterer	TBD
<input type="checkbox"/>	One for parking area	TBD
<input type="checkbox"/>	Each materials area	TBD
Portable restrooms and Handwash stations		
	Placed in and around the perimeter in proximity to the following areas	
<input type="checkbox"/>	Dining area	
<input type="checkbox"/>	Parking area	
<input type="checkbox"/>	Office trailers	

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8.0 Forms, Reports, and Policies

8.1 Staging Site Agreement

LICENSE

THIS LICENSE (this "License") is made as of this ___ day of _____, 2009, by and between the _____, (the "Licensor"), and Unitil Service Corp New Hampshire corporation with its principal place of business at 6 Liberty Lane West, New Hampshire.

RECITALS

WHEREAS, Licensor is the owner of that certain parcel of land located at _____, pursuant to that certain deed recorded with the Town of _____ Land Evidence Records, which is a portion of Licensor's Property identified as Lot _____ and that certain parcel of land located at _____, pursuant to those certain deeds recorded with the City of _____ Land Evidence Records, which is a portion of Licensor's Property identified as Lot _____ copies of both Assessor's Plats are attached hereto as Exhibits A and B and made a part hereof; and

WHEREAS, Licensee desires, in the event of disasters such as major storms, hurricanes, natural disasters, and military or civil disturbances, the use of an area on the Licensor's Property for the staging of vehicles and equipment necessary for the restoration of electric service.

WHEREAS, Licensee will provide any surface improvements deemed necessary for the effective use of the areas including, but not limited to, required utility services, sanitation facilities, fuel dispensing for its equipment, mobile office facilities, tents, eating facilities, and upon termination of use, Licensee will restore the property to its original condition.

WHEREAS, Licensee's priority restoration of electrical service to Licensor's Property will aid Licensee with the use of the Licensor's Property as a staging area.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged under seal, the parties hereto agree as follows:

Description of Licensed Premises.

Licensor hereby licenses to Licensee and Licensee hereby licenses from Licensor _____ the right to use in common with others entitled thereto such easements and appurtenances belonging or appertaining thereto providing pedestrian and/or access to a public way, and together with the right to use in common with others entitled thereto such entrances and exit ways, driveways, sidewalks and walkways necessary for pedestrian and/or vehicular access to the Licensed Premises ("Common Areas") as shown on two sketches attached hereto as Exhibits C and D and made a part hereof.

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Term.

The term of this License shall be for a period of one (1) year from the above-referenced date and automatically renewed from year to year thereafter until either party gives the other party ninety (90) days written notice prior to the anniversary date (“Term”).

Use of Licensed Premises.

Licensee shall have unrestricted access to the Licensed Premises at any and all times in the event of catastrophic damage to the electrical distribution system in the State of _____ requiring personnel and equipment resources beyond those based at Licensee’s facilities. Such unrestricted access would be initiated with prior notice to and coordination with Licensor for the staging and support of personnel, vehicles, equipment, and materials by Licensee, its agents, employees and invitees during the disaster restoration.

Covenants, Representation and Warranties.

Licensee represents, warrants, covenants and agrees that:

(a) Licensee shall be responsible for any and all costs and expenses associated with the use of the Licensed Premises and Common Areas during disaster restoration.

(b) Licensee shall comply with applicable provisions of federal, state and municipal laws, codes, regulations, and ordinances, and any amendments thereof or successor laws, codes, regulations, or ordinances thereto affecting the Licensor’s Property including, without limitation the Licensed Premises and Common Areas, and Licensee's use thereof pursuant to this License.

(c) Licensee shall indemnify and defend, pay for and hold the Licensor harmless from and against any and all costs, losses, demands, liabilities and expenses resulting from Licensee’s use of or access to the Licensed Premises and Common Areas, or from Licensee’s breach of this License

(d) Licensee shall, at its sole cost and expense, obtain, keep and maintain in full force and effect during the term of this License insurance coverage in standard form and with companies now or hereafter under contract with the Licensee providing comprehensive general liability and property coverages with policy limits not less than One Million and 00/100 Dollars (\$1,000,000.00) combined single limit each occurrence and Two Million and 00/100 Dollars (\$2,000,000.00) aggregate. The _____ shall all be named insured on all policies of insurance required hereunder as their interests may appear. Licensor may require Licensee to provide a certificate of insurance documenting the required insurance coverage.

(e) Licensee agrees to work cooperatively with Licensor with regard to the configuration, set-up, operation, and demobilization of the disaster recovery staging areas so as to minimize impacts upon Licensor’s operations.

Notice.

Any notice given by Licensor or Licensee with respect to the Licensed Premises, or to the occupancy thereof, shall be deemed duly served only if mailed by registered or certified mail, return receipt

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requested, postage prepaid, or if sent by recognized overnight courier capable of providing a written receipt, if to Licensee at _____, Attention: _____ and if to Licensor at the office of _____.

Surrender.

Licensee shall, upon termination of this License, remove all Licensee's property from the Licensed Premises and restore the property to its original condition.

Entire Agreement.

This License constitutes the entire agreement between the parties relating to the use of the Licensed Premises as described herein and supersedes all prior oral and written offers, negotiations, proposals, representations, agreements, courses of dealing, and understandings between the parties relating to the subject matter hereof, and is subject to no understandings, conditions, or representations other than those expressly stated herein.

Governing Law.

This License and the enforcement thereof shall be governed by the laws of the State wherein the premises lie.

IN WITNESS WHEREOF, the parties hereto have executed this License, or caused this License to be duly executed by their respective duly authorized representatives, as an instrument under seal as of the day and year first set forth above.

LICENSOR

BY: _____

BY: _____

LICENSEE:

Unitil Service Corp

BY: _____

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8.3 Daily Crew Tracking Sheet

Daily Crew Tracking Sheet							Date: _____
Name	Company	Time In	Time Out	(-) Lunch	(-) Dinner	Total Time	Overtime
Foreman Name:		Signature:					

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9.0 Resources and Contact Information

9.1 Staging Site Unit Contact List

Name	Role	Work	Home	Cell
Jacque Agel	Staging Site Unit Lead			
Larry Brock	(Secondary)			
Rich McInnis	Staging Site Coordinator			
Peter Baumann	(Secondary)			
Bill Hobart	(Tertiary)			
Ed Conners	(Alt)			
Rose Vaccaro	Staging Site Assistant			
Ester Olson-Murphy	(Secondary)			
Jane Martin	(Tertiary)			
Michael Swierz	Security/ Traffic and Parking			
Helen Ayotte	(Secondary)			

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9.2 System EOC Contact List

System Emergency Operations Center Contacts		
Department/Unit	Number	Ext.
Admin/Finance Section Chief		
Corporate Communications		
Incident Commander		
Lodging & Meals Unit Lead		
Logistics Section Chief		
Planning Section Chief		
Procurement Unit		
Resource Unit		
Staging Site Unit Lead		
Transmission/Substation Unit Lead		
Trouble Analysis Unit Lead		
Wire Down/Damage Assessment		
System-EOC Fax		

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9.3 Pre-Established Staging Site Locations

Facility Name	Address	Phone
Fitchburg		
Ashby Town Office	895 & 911 Main St. Ashby, MA	
Wallace Civic Center	1000 John Fitch Highway, Fitchburg, MA	
N. Middlesex Regional H.S.	19 Main St. Townsend, MA	
Capital		
Amoskeag Beverages	510 Hall St. Bow, NH	
Potential Lay-Dow Areas:		
Bow High School	32 White Rock Hill Rd. Bow, NH	
Bektash Shriners Temple	189 Pembroke Rd. Concord, NH	
Seacoast		
Seabrook Dog Track	107 New Zealand Rd. Seabrook, NH	
Rinks at Exeter	40 Industrial Dr. Brentwood, NH	
Chart Industries	Rt 125. Plaistow, NH	